

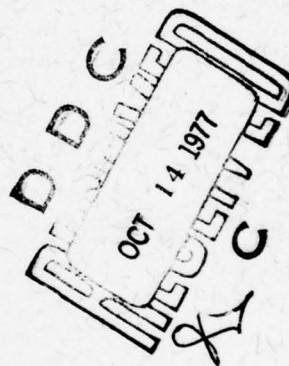
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# A BATTALION COMMANDER'S HANDBOOK

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JUNE 1977



US ARMY WAR COLLEGE  
Carlisle Barracks, Pennsylvania

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) <p>The Battalion Commander's Handbook is a synthesis of experience. It represents a joint venture undertaken during academic year 1976-77 by a group of US Army War College and US Army Command and General Staff College students. The purpose of the Handbook is to assist the new battalion commander during the period of transition into command--the first 60 days. The Handbook is not a primer on how to succeed but offers exposure to the aggregate experiences and lessons learned condensed from the over 100</p>		

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former battalion level commanders in the US Army War College Class of 1977. Its primary focus is on the individual soldier. Each of the functional areas of leadership, personnel, training, operations and intelligence, logistics, and management and decisionmaking is specifically addressed.



## FOREWORD

Effective commanders accomplish their missions without wasting valuable resources—especially, human resources. This handbook is dedicated to that most valuable of all resources available to the commander: The American Soldier—individually and collectively—the raw material from which our great Army is fashioned.

The Battalion Commander's Handbook is a synthesis of experience. It represents a joint venture undertaken during academic year 1976-77 by a group of US Army War College and US Army Command and General Staff College students. The Commandants of these two respective Army institutions—MG DeWitt C. Smith, Jr., and MG John R. Thurman, III—asked that such a handbook be prepared. They perceived the need to provide newly designated battalion commanders with a document which could serve as a frame of reference within which to develop their commands. The handbook was also viewed as an excellent opportunity to capitalize on the vast and varied battalion command experience represented in the current Army War College class.

Chapter One (TAKING COMMAND) gives the prospective battalion commander an insight into areas of responsibility which should be considered and actions which should be accomplished before and after assuming command. The emphasis here—and in succeeding chapters—is on the first 60 days of command: the vital period of transition.

Chapter Two (RELATIONS WITH PEOPLE) offers suggestions concerning how to utilize, relate to, cultivate, and work with people inside and outside your command.

Chapter Three (PERSONNEL) explores the far-ranging topics of personnel assignment, utilization, development and management. It examines the duties of those charged with the responsibility of properly administering to the personnel needs of your battalion.

Chapter Four (TRAINING) keys on the subject of preparing your soldiers and your unit for the missions which they must perform in a variety of environments.

Chapter Five (OPERATIONS and INTELLIGENCE) orients on the maneuver battalion in a field operation. Its contents, however, will be of benefit to any commander regardless of the type of unit commanded.

Chapter Six (LOGISTICS) enumerates the many “make or break” areas of responsibility of which every commander must be aware in order to assure proper combat service support for the unit.

Chapter Seven (MANAGEMENT and DECISIONMAKING) ties together the disparate “parts of the whole”—from leadership through logistics—which are the battalion commander's lot in life. The common denominators which give unity of direction in meeting all tasks are the predominant theme here.

This handbook is not intended to be a primer on how to succeed as a battalion commander. Its purpose is to expose you to the aggregate experiences and lessons learned by many former commanders of battalion-sized units.

Hopefully, the handbook will assist you in your transition into command and will highlight critical areas which may require your special attention. These areas have been surfaced for your study and consideration. You will be establishing policy concerning many of them.



Remember: the handbook is not a recipe for command success; it is merely food for thought. It should help you to cope with the multitude of problems you will face while commanding in a constantly changing environment.

Regardless of how you use this publication, the authors and editors sincerely hope that you will make it your own. Revise its contents to suit your needs. Note further instructions which may be helpful to your replacement at some future day. After all, the ultimate goal is to promote the best possible command environment for our soldiers—male or female; combat, combat support or combat service support. If this is achieved, the handbook will have more than justified itself.

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The authors wish to gratefully acknowledge the support of their classmates and members of the staff and faculty at the Army War College and the Command and General Staff College who assisted in the preparation of this handbook. Unnamed, but not unsung, are the associates and friends who reviewed materials and offered suggestions which improved the content and accuracy of the handbook. Also to be praised are those who patiently typed revision upon revision of the handbook's chapters. Their timely, dependable, expert assistance was vital to this effort.

Colonel Dandridge M. ("Mike") Malone is specially commended for the unique contribution he made to the study group during the formative weeks of this project. As the early coordinator of this research effort, Colonel Malone was instrumental in developing project plans and in setting the group's sights toward the goal of the handbook. Although reassigned to Headquarters, US Army Training and Doctrine Command while the project was underway, Colonel Malone's trademark—his great concern for the Army's people—is on the handbook.

Particular thanks go to the following personnel at the US Army Command and General Staff College whose research efforts and personal queries played an important role in shaping both the direction and the content of this publication:

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## CONTENTS

	Page
FOREWORD . . . . .	i
ACKNOWLEDGEMENTS . . . . .	iii
CHAPTER	
1. TAKING COMMAND . . . . . by LTC (P) Burton D. Patrick, IN	1
2. RELATIONS WITH PEOPLE . . . . . by LTC (P) Burton D. Patrick, IN	4
3. PERSONNEL . . . . . by COL Otto R. Shulz, ADA LTC (P) Douglas W. McCarty, FA LTC (P) Edward H. Williams, AG	13
4. TRAINING . . . . . by LTC Michael D. Isacco, IN LTC Taft C. Ring, IN	25
5. OPERATIONS AND INTELLIGENCE . . . . . by COL Gregory P. Dillon, IN LTC Howard W. Clark, IN	34
6. LOGISTICS . . . . . by COL Charles U. Vaughan, TC	43
7. MANAGEMENT AND DECISIONMAKING . . . . . by COL James F. Cullen, AR LTC Melville A. Drisko, Jr., IN	50

## Chapter 1

### TAKING COMMAND

by

*LTC(P) Burton D. Patrick, Infantry*

Battalion command is one of the most challenging, rewarding, and professionally satisfying opportunities that you are ever likely to experience. This chapter contains suggestions that should assist you as you assume command. They are not all-inclusive, nor are they fully explored. The intent is to point out some things to do and also the way to do them. These suggestions do not invalidate the principles of leadership taught in the service schools. Neither are they presented in any order of priority. An awareness of them will help you tackle your new duties and avoid some common mistakes.

#### PREPARATION FOR COMMAND

The weeks that precede your assumption of command are nearly as important as the first two months in your new unit. Practical preparation will provide for a more confident start and a smoother transition. Do as much of the following as you can before assuming command.

- Talk to battalion commanders and gain the benefit of their experiences. Remember that much of what you will be told represents individual opinion. You may see things differently, but recognize the value of these opinions and hear them out. The experience of others may help you to gain needed insight in providing form and philosophy to your early effort.

- Get yourself in physical shape.

- Strengthen your professional abilities by self-study and attendance at Army refresher courses. Give special attention to new innovations that you have heard and read about since your last assignment with troops. Some current examples are such management tools as Organizational Effectiveness (OE) and the Consolidation of Administration at Battalion Level (CABL).

- Study the geographical area where you will be serving, its mores, attitudes—Europe, Georgia or Colorado—and if a foreign language is involved, study that, too.

- Inquire about the mission of your new unit, and how it fits into the overall scheme of things.

- Review the history of your new unit.

- Get a feel for the environment within which you will work. Find out how your boss operates, and evaluate the status and reputation of your new unit.

- Whenever possible, arrange a conference with the commander you are replacing. Inquire about the strengths and weaknesses of the unit and its key personnel. Follow this up with a conference with your boss, and make similar inquiries.

- If you are replacing a commander who has been reassigned because of poor performance, arrange a conference with your new boss.

- Arrange a conference with your boss's Command Sergeant Major (CSM) and inquire about your new unit; particularly, the strengths and weaknesses of your noncommissioned officers.

- Visit the higher headquarters staff officers, up through the division headquarters level as appropriate, who help support the operation of your unit. Listen to their problems and find out how you can assist them. Ask them for their support in the performance of your duties. Invite them to visit your unit. It may be a "first visit" for most.

- Begin to formulate your goals before you take command. Be flexible, however, and be prepared to change them if necessary.

#### ASSUMPTION OF COMMAND

The first two months of command will probably be the toughest. During this transition period your actions will be closely observed by your superiors, peers, and subordinates alike. It is a busy time in which you will be adjusting to the situation and to the missions given you. The suggestions offered below may help make this transition easier and less disruptive to your unit.

- The Change-of-Command Ceremony is principally oriented toward the outgoing commander. You will be given an opportunity to talk to the command. Keep your remarks brief. Say that you are proud and honored to be their new commander, and so forth. Then step aside, and let the outgoing commander have his day. You will appreciate the same courtesy when you relinquish command.

- Ask to be briefed by your staff, beginning with an informal session with your Executive Officer (XO) and then your CSM. Your XO will arrange other staff briefings on your request. Go to your staff and support sections for the briefings. See and meet your staff in their environment. Keep the briefings informal and allow plenty of time for a two-way discussion of the material presented.

- When the briefings are completed, make only those changes which are immediately essential. Be seen; get to be known. Sound an upbeat interest in human beings, and communicate with your soldiers. Display a pride of mission, pride in the soldiers, pride in the unit and in the Army.

- Organizational Effectiveness Staff Officers (OESO's) respond to requests from commanders who desire OE operations within their unit. You may want to consider this service early in your tenure should you perceive a need.

- Visit other battalion commanders and find out how they do things. There is nothing wrong with soliciting good ideas. Display a sincere interest in their policies and programs. Let them know that you would appreciate their help and that you stand ready to assist them.

- Quietly, get to know your soldiers, your facilities, and your equipment. Find out the status of leadership, morale and training, and maintenance. Take your time. Ask questions. Think. Observe these few cautions:

- Don't speak ill of your predecessor.
- Don't make changes for changes' sake.



- Don't make new policy statements arbitrarily just to prove your authority.
- Don't be awed with your own importance.
- Don't copy others. Be yourself.
- See and speak to all officers, noncommissioned officers (NCO's) and junior enlisted soldiers in whatever groupings suit you best and seem to make the most sense. Make your personal values, principles, convictions and intentions known. Listen to them, too.
- In your own style continue to meet with and communicate with your subordinate leaders and your soldiers.
- Continue to formulate your goals; share them with your boss and your subordinate commanders and staff to facilitate their communications with you and to enhance the unified direction of the unit. When there are not enough resources to accomplish the goals concurrently, determine priorities. Some of your goals may have to be put on a "back burner."
- *WORK WITHIN THE CHAIN-OF-COMMAND AND NOT AROUND IT.* Support your commanders and take responsibility for their actions. Be a buffer between them and higher headquarters. Build trust and earn respect by being human and professionally competent.
- Set the ethical and moral tone for your command. Make it clear from the start that you expect every officer, NCO and soldier to abide by high standards. For example, you must not allow yourself, your officers or NCO's to accept "gifts" or "special discounts" from vendors and salesmen who provide goods and services to your unit.
- Give your subordinate commanders and staff feedback from what you have observed. Give them clear guidance. Try out a specific course, and take full and public command in every sense.

## Chapter 2

### RELATIONS WITH PEOPLE

by

*LTC(P) Burton D. Patrick, Infantry*

Soldiers are your most important resource. Take good care of them and their families. People can make or break you and your battalion's mission; therefore, the tone you set and your relations with people should be your top priority concern. Be yourself and concentrate on developing a team spirit; avoid creating a nervous and uptight atmosphere within the battalion. The suggested guidelines which follow should help you do this.

#### YOUR BOSS

- It is always easy to criticize higher headquarters. Avoid this. It tends to destroy the confidence of the soldiers in the chain of command.
- Don't give your boss your problems. Don't conceal problems either. Explain what the problems are and what you are doing about them. Ask sufficient questions to understand what is required; request such help as you need and GO.
- Fighting the problem is not the way to get things done. If your staff believes, for good reason, that a directive or policy from higher headquarters should be changed, they should inform you. If you agree, and it cannot be worked out in staff-to-staff channels, then it can be handled through the normal command process.
- Be alert and sensitive to the requirements placed on your boss by the next higher headquarters. This will enable you to understand the big picture, be more responsive, and will increase your perspective.
- Support your boss. Be loyal. Work hard for him. You and your unit will be justly rewarded.

#### THE EXECUTIVE OFFICER

- Work out a method of operating together. This must be done consciously. Otherwise, you will find yourselves operating at cross purposes.
- Make clear to your commanders and staff the extent of the XO's responsibility and authority. This can be very disruptive if you allow guesswork to take place. Give the XO full responsibility for coordinating and supervising the staff, together with the requisite OER rating authority.
- Keep the XO informed of your policies, plans, and future actions. This can be achieved through short conversations several times each day, whether they occur in the office, the motor pool, or at lunch. Where does not matter. The important thing is to talk and to listen to each other.

- Share the daily paper flow and the attendance at various meetings. This will give both of you the opportunity to get out from behind your desks and do some checking. One approach is for you to handle the paperwork that requires your personal decision and signature (disciplinary actions and priority requisitions, etc.). The XO can handle the other administrative actions.

- Operate independently to assure complete coverage of unit activities. You both must be equally active in training, readiness, supply, and administration if all aspects of the command are to function smoothly. Both of you should be out checking, informing, inspecting, educating, assisting, following up, and making sure that things are happening—and happening correctly.

- Remember that few individuals come to a battalion completely prepared to perform the duties of XO. The XO must work closely with subordinate unit and higher headquarters XO's to get things done, and must also develop the necessary expertise to properly guide and check the operations of motor pools, dining facilities, supply rooms, arms rooms, personnel administration activities, and all other areas where the battalion has responsibility. This requires considerable leg work and learning from Training Manuals (TM), Field Manuals (FM), Standing Operating Procedures (SOP) and other applicable directives. It is never-ending, and you must help in the training and education process.

#### **THE COMMAND SERGEANT MAJOR**

- Your CSM can be the key to your success as a battalion commander. Generally speaking, where you find an above-average battalion, you will find that it has a CSM who cares about soldiers and can communicate with them. The CSM must develop a reputation with the soldiers of being a problem solver when other sources of assistance have failed or have been unresponsive.

- Work out an operating procedure between you, the XO, and the CSM. This will avoid a duplication of effort and working at cross purposes. Make sure that your commanders and staff know the extent of the CSM's responsibility and authority.

- The CSM should be used as an extension of yourself, and be allowed to operate independently through NCO channels as you do through officer channels. The CSM should establish the same working relationships with the First Sergeants and other key noncommissioned officer leaders as you do with your commanders, staff officers and junior officer leaders. In this regard, be alert to possible conflicts that may arise between the Company Commanders and the CSM. Take the initiative and resolve the conflicts yourself, if they occur.

- The CSM can help test your ideas by consulting with other key NCO's. In this way, you will find out whether your ideas have merit, and you will get better support when they are put into effect.

- Always confer with the CSM on matters affecting the enlisted soldiers. This includes assignment actions, attendance at schools, promotions, reductions, and soldier reception and sponsorship programs.

- Keep the CSM informed. Discuss things with each other at the beginning and end of each duty day as a minimum.

- The CSM can offer sound advice on the types of administrative and disciplinary actions that should be taken against soldiers, and in the case of a battalion-level Article 15, the degree of punishment that should be imposed. There is no substitute for experience, and the CSM can



make a significant contribution toward soldier discipline and morale when consulted in this important area.

- The CSM should spend the majority of the available time outside the office with the subordinate elements of the battalion. Soldiers need to see, talk with, and get to know their CSM. They want to know what is going on and how they fit into the big picture. This provides a medium for two-way communication and feedback, and will assist you in directing the battalion toward mission accomplishment.

- Be careful not to use your CSM as a tag-along to you. You both have too much to do. In addition to those activities already mentioned, the CSM should be involved in the professional development of the noncommissioned officers; in organizing and supervising enlisted promotion boards; meeting and orienting new replacements; assisting staff elements in establishing sound administrative procedures; in monitoring conditions in service clubs, theaters, handicraft shops and other welfare activities; visiting training, and observing instructor techniques; conducting First Sergeant calls; organizing fund drives; and providing flag details and honor guards for official events. The CSM's job, like that of the commander, is never done.

#### COMPANY/BATTERY/TROOP COMMANDERS

- Praise in public and critique in private. Avoid playing favorites.

- Visit with your commanders often. Do not call them to see you all the time. Look at those areas which they would like for you to see. Make it a habit to visit them whenever their units conduct activities as a complete unit, especially in the field.

- Work at developing trust, real communications, and a mission-oriented team. Stress the importance of teamwork, and of the exchange of ideas between companies for the overall good of the battalion.

- Tell your commanders what you expect of them; ask them what they expect of you. Elaborate on the unit mission and how you all fit into the big picture.

- Discuss plans (yours and theirs) informally in the familiar surroundings of their office or any other appropriate place in the company area. Obtain their views on your plans, and let them know if you concur with the direction they are going. This will air differences of opinion and give them the assurances they need to modify or continue their approach.

- Performance counseling is essential. Keep your commanders informed on where they stand with you. They will seldom ask, so it will be both reassuring and healthy for them if you periodically let them know. They should never be surprised on their OER's.

- Confer with your commanders before making important decisions and allow them to participate in the decisionmaking process. More than one opinion usually makes for more effective decisions. Listen to, and discuss, the opposing viewpoints.

- Let your commanders know that they can always come to you for help in solving a problem. You need to hear the bad news as well as the good. Make sure that you take the bad news well, or you could leave yourself open for some unpleasant surprises. Listen when they talk; provide guidance and help where applicable. Be responsive to their needs, and do not fail to provide them with feedback when you commit yourself to look into a particular area.

- If your commanders come to see you, do not keep them waiting if it can be avoided. Their time, like yours, is valuable.

#### **BATTALION STAFF OFFICERS**

- The staff must understand that the mission of the battalion headquarters is to provide command, control, coordination and support for the companies, and that the staff's principal role is coordination and support.

- Because the battalion is the basic unit performing administration, the role of the battalion staff is extremely important. How well the unit does administratively is a direct reflection on how well the battalion XO and the staff do their jobs. Train the staff as a team, and do not play favorites.

- Although the XO coordinates and supervises the activities of the staff, this does not mean that you should remain aloof. You will often work directly with the S2 and S3 on security and training matters. You will also work directly with the S1 on the assignment of personnel and disciplinary actions, and with the S4 on matters dealing with priority requisitions and so forth. Keep the XO informed about actions taken and directions given by you.

- It should be understood that you alone reserve the right to say NO to the company commanders. The staff has full authority only to say YES.

- Challenge the staff to keep the administrative burden off the company commanders. Information that is already available in the battalion headquarters, but not compiled, should not be requested from the company commanders for the convenience of the staff officer.

- Directives from higher headquarters that require the submission of additional reports should receive careful staff analysis. Often, it can be shown how reports overlap and duplicate information already available. Push to reverse the trend toward more paperwork.

- Informal staff visits to the companies should be made frequently for the purpose of checking how things are going in general or in specific areas. The mood should be: "What can I do to help you." These visits serve not only to enhance company operations, but also to promote effective two-way communication between key members of the companies and members of the staff. A staff member should not report adverse information to you without first discussing it with the unit commander.

- Use your staff to assist in conducting scheduled inspections. This is not only an excellent means to help you assess the performance of your subordinate units, but a valuable way to train the staff in the mechanics of their job.

- The staff officer who does not take the time and effort to learn will be ineffective. A good way to learn how to inspect, and to determine what to look for during inspections, is to accompany a higher headquarters iG team during their inspections of other units. The experience and knowledge gained will be productive to your unit.

- Avoid overburdening your staff and subordinate units with too many inspections. The staff should conduct monthly inspections of selected areas which come under their staff cognizance using a checklist (usually the same one used by the IG). Select two or three areas to inspect one month and then two or three areas the next month, with perhaps a spot check of one

of the previous inspection areas. Adjust as inspection results warrant. While the inspection can be announced or unannounced, it is best to inspect on an announced basis. The subordinate units should know what they are to be inspected on, and a copy of the inspection checklist should be on hand. Inspection results should be provided the unit commander prior to your review.

#### **JUNIOR OFFICERS**

- The way junior officers are treated within the unit will, to a large extent, influence their actions while they are assigned. They will look to you for leadership and expect you to set standards, develop them professionally, and provide them with career guidance.

- Get to know your junior officers personally. Display a sincere interest in their welfare and their thoughts about the unit. Use their ideas when they have merit, and praise when praise is due.

- Allow your junior officers to do their jobs. This means that you must give them the freedom to make mistakes as well as to excel. Naturally, no one encourages the making of mistakes, but if you are to have initiative and enthusiasm welling from the bottom up, they must have freedom of action. This may get you some hard knocks, but the rewards far outweigh the risks. See to it that their shortcomings are pointed out in private, in constructive terms, so they learn from their mistakes.

- Encourage the junior officers to speak out. Let them know that their opinions count. Be accessible and easy to approach, and deal with them on a friendly and informal basis. Remain professional. They look to you for leadership.

- Tell the junior officers what is in store for them in the future in terms of possible job assignments within the battalion. This is an important part of professional development, and their feelings and impressions should be considered before reassignments are made. Be sure to discuss any TDY or additional training requirements that are related to the future assignments.

- Conduct convenient officer calls. This is an excellent means of keeping the junior officers informed on unit activities and future requirements.

- Plan the reassignment of junior officers two or three months in advance. Avoid spur-of-the-moment, solve-the-problem-for-the-time-being moves. If you do not plan carefully in this area, it will only contribute to greater turbulence over the long haul and cause unnecessary instability within the battalion.

- Identify your outstanding junior officers and groom them for greater responsibilities. Help them get ahead, even if it means losing them to other organizations. You may inconvenience yourself temporarily, but those who step in to fill their shoes will do their best to prove that you made no mistake in trusting them to do the job.

#### **NONCOMMISSIONED OFFICERS**

- The CSM is central to the development and functioning of the NCO's. Insure the continuous development of your NCO's through their attendance at the NCO Academy and their participation in on-post educational programs and professional military correspondence courses. Obtain and use every quota available for schools within the NCO Education System.



- Treat the NCO's with dignity and respect, look out for their welfare, and let them know what you want. Most of them will measure up to the high standards desired. Above all, let them know that you expect them to be people-oriented and to place the welfare of the soldier at the top of their list of priorities.
- Let the NCO's know that you do not want them looking over their shoulders worrying about being relieved. Tell them that you want them looking ahead. Avoid fostering an environment of fear wherein they feel that their first mistake will be their last.
- Assign the NCO's specific responsibilities and tasks, then give them the necessary authority to get the job done. These responsibilities should include, but are not limited to, the professional military appearance of the soldiers; military courtesy and the personal conduct of the soldier; care and accountability of clothing, personal equipment, and weapons; maintenance of equipment; police and maintenance of barracks areas; teaching basic soldiering skills; setting the example; and the professional development of the NCO Corps.
- Provide feedback to NCO's on their performance. They want to know how they are doing. This can be done through their unit commanders. Remember, it is their job to praise or counsel first. Insure that the Enlisted Efficiency Report (EER) system is administered with the same judiciousness and timeliness as the Officer Efficiency Report (OER) system. Performance counselling is required at all levels.
- Give NCO's duties commensurate with their rank. Address them properly (e.g., Sergeant Smith or Corporal Jones, not Smith or Smitty, or Jones or Jonesy).
- Set high standards and require top performance. Encourage NCO's to police their own ranks of substandard personnel.
- Have a sponsorship program for incoming NCO's. You should see them soon after they arrive and meet their families, too. The CSM can set this up at the convenience of the NCO's and their families. Be helpful, and allow sufficient time for new arrivals to "settle in" before asking them to report for duty.

#### JUNIOR ENLISTED

- Avoid giving the impression of looking down on your soldiers. Treat them with dignity and respect. *THEY CAN MAKE YOU LOOK GOOD EVEN WHEN YOU ARE WRONG.*
- Show compassion for your soldiers during times of personal strife, sickness or family deaths. Visit the hospital when they are sick. Lend assistance at any time.
- Be alert and sensitive to problems in morale, attitude, and esprit de corps. Look for the causes of the problems.
- Keep your soldiers informed as much as possible about what is going on. Let them hear the facts from you first.
- Use a carefully planned reception and orientation program for your incoming soldiers. Make it personal, with both you and your CSM involved. The new arrival should be assigned a sponsor—a good, well-motivated soldier who has been around the unit for a while. The sponsor must take the soldier in tow the first few days after arrival and see that all needs are properly met. Inform and orient the spouses, too.

- Talk to your soldiers. Talk to them every day in passing. Do it when welcoming newcomers, in classes, at the motor pool, and in the dining facility. Cajole, joke, and listen. You owe this to your soldiers. In this way they come to know you, what you are, what you stand for, how you think, and thus how you want things done. Individual gripes should be taken up through the chain of command.

- Periodically address the battalion as a unit. You are the best individual to communicate with your soldiers on the "big picture" and how they fit into it, the standards you desire, how the battalion is progressing, what the future holds, and other similar matters. These sessions can be used to build unit pride and motivate the soldiers to excel in everything they do.

- Praise your soldiers. Set aside some time during a battalion formation to do this, or use another appropriate means. A word of praise, privately or publicly given, is a tonic to any soldier.

- Develop a good awards program, and see that the recipients of awards are given public recognition. A good place to recognize soldiers is at a battalion formation. Complimentary notes and letters are also excellent means of recognizing outstanding individual or unit performance. Be sensitive and alert to soldiers who are departing your unit, and make sure that they receive appropriate recognition for a job well done.

- Take an interest in what the soldiers do off duty. Make every effort to channel them into wholesome activities. In this regard, comprehensive and well-organized battalion sports programs can pay great dividends.

- When soldiers work long hours, or excel in a particular activity, give them compensatory time. Soldiers cherish free time and will dedicate themselves to excellence and hard work to attain it. This is especially true if it is in conjunction with a weekend. *AVOID MAKING PROMISES YOU CANNOT KEEP.*

- Have a published promotion, leave, and pass policy that makes sense to you and to the soldiers. Review these policies carefully soon after you take command, and discuss them with your soldiers to see what they think.

- Discipline can be undermined most when soldiers are punished under Article 15 without provisions having been established for carrying out the punishment. Have a consistent Article 15 punishment policy with "teeth" in it, or else you will encounter serious morale problems with your good soldiers. They expect offenders to be dealt with promptly, and then placed under effective control if restriction or extra duty applies. Many times, these controls are unsound or are not even established.

- The dining facilities in your unit provide a focal point for solidarity and esprit. Visit them on a daily basis and especially on weekends and holidays. This will give you the opportunity to not only check on dining facility operations but also to talk with the soldiers informally. Your frequent presence there also demonstrates to the soldiers and the dining facility personnel the high degree of interest you have in this key area.

- Do not overlook parties for your soldiers. Foster the use of service clubs and whatever else is available. Company, battery or troop parties, or even battalion parties, in a dining facility with appropriate refreshments are in order.

- Soldiers are competitive. One of the best ways to engender high morale and esprit and to improve efficiency and readiness is to conduct a Best Company, Battery or Troop of the Month award at battalion level. You must determine the areas that will make up the basis of competition. These areas must be such that each subordinate unit can compete on an equitable basis. The program must culminate in tangible recognition to the winner. For example, if vehicles are checked as part of the competition, a Best Driver Award can be given to the soldier scoring the highest. Awards can be given for Best Orderly Room, Best Arms Room, Best Supply Room, Best Motor Pool, and so forth. A suitable, well-organized ceremony should be held to recognize the winner.

- Require your soldiers to use only government issue clothing and equipment. They must not be forced to buy and maintain extras at their own expense. Such a requirement is not just resented; it is also contrary to regulations.

#### DEPENDENT WIVES

- This section specifically addresses the Army wife; however, in view of the trend toward more married female soldiers in the Army, *IT IS EQUALLY IMPORTANT THAT YOU CONSIDER THE MALE SPOUSE*. Some of the points that follow are applicable to him as well, and should receive your careful attention.

- Take special care to pay attention to the needs and interests of the Army wife. Generally speaking, if she is happy and content with the manner in which her family is received into the battalion, it will lessen your problems as the commander. You will find that the morale of her soldier husband is directly affected by her attitude.

- Give the husband sufficient time to find adequate quarters for his family before requiring him to report for duty. The wife will appreciate this thoughtfulness on your part.

- Have a sound reception and orientation program for the wives. The young wife will be reluctant to attend; therefore, you should consider giving her husband some time off so that he can bring her to the orientation. You and the CSM should speak briefly at the outset. Show a sincere and genuine interest in them.

- Be alert for family strife. When the wife is hospitalized, visit her as you would her husband. Have a unit officer fund that is IG approved. The CSM can have the same for the NCO's and junior enlisted soldiers in order to purchase flowers and baby cups.

- Stick to the unit training schedule and dismiss the soldiers on time at the end of each duty day. This will provide some basis for a reliable time for the soldier to return home and will assist in activity planning by the family as a group.

- Most units can expect to spend a lot of time in extended off-post training activities. It is necessary that a provisional chain of command be established for the rear detachment. This process starts with the designation of the officer and NCO who are left in charge. The wives should be provided with the names and phone numbers of these individuals for use in case of an emergency. The provisional chain of command should respond to any request for assistance from the wives.



- Conduct convenient and inexpensive socials. Some kind of gathering about once a quarter at the battalion level seems about right. Community picnics or suppers, where every couple brings a dish, are fine. Take advantage of special day events such as Easter egg hunts and Christmas parties for the children. This is a real opportunity for both the married couples and unmarried soldiers to help out and have fun.

- Officer and NCO groups and their ladies may wish to socialize more often, perhaps once a month. Allow your wife and the CSM's wife to work out the details with the ladies of their respective groups. They will surprise you with their ingenuity. This is an excellent opportunity for you and the CSM to talk with the ladies and offer casual praise about their husbands and the units in which they serve.

### Chapter 3

## PERSONNEL

by

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No single aspect of your command has a greater impact on unit readiness than the management of your soldiers. This function requires your close and continuous personal attention and cannot be delegated to subordinate commanders. Neither can it be placed solely on the shoulders of your staff "personnel experts."

This chapter contains some memory joggers which may assist you to be a more effective user, developer and manager of your people. The suggestions are not all-inclusive, and they are not presented in any priority of importance. They key on personnel actions and the individuals who are vital to effective personnel management within your battalion. One important fact to remember is that personnel management is a dynamic, ever-changing field. As the commander, you must keep abreast of personnel changes as they occur and continuously assess the impact of such changes on your soldiers and the organization's ability to perform its missions.

While there is a specific subparagraph entitled *Women*, keep in mind that the contents of this entire chapter apply equally to the men *and* women in your battalion. The "male only" vernacular has application only where Category I (Combat) units are concerned.

### THE ADJUTANT/S-1

The battalion adjutant/S-1 is your prime action officer in the personnel area. As principal coordinator and office manager, the Adjutant/S-1 insures that your policies and the policies or regulations of higher headquarters are implemented.

Services provided by the S-1 include as a minimum:

- Overall administrative supervision of the battalion headquarters.
- Overall supervision of the CABL office.
- Supervision of the PSNCO and his functions.
- Provision of personnel input to the Unit Readiness Report (URR).

### THE PSNCO

The PSNCO can help *or* hurt your unit tremendously. He or she works closely with the S-1 and should never be utilized as an "assistant sergeant major." This critical NCO provides the interface between your subordinate units and their supporting personnel and finance centers, and is ***THE PRINCIPAL EXPEDITER OF PAY AND PERSONNEL MATTERS FOR THE TROOPS.***

To be effective, the PSNCO must know both the SIDPERS and the JUMPS systems and must personally coordinate actions with administrative and personnel support activities at least weekly (more often, if possible).

### THE CHAPLAIN

This specially-trained individual should be with the troops as often as possible. The chaplain is a reliable source of information concerning your people and should be included in your unit's activities. Special skills, such as family and individual counseling, the application of Personnel Effectiveness Techniques (PET), and spiritual guidance can be effectively applied by the chaplain and should be personally exploited by you.

### MEDICAL ASSETS

Normally, your battalion will have a section of assigned medical personnel. Soon after your assumption of command, you will see and understand how important these medics are to soldier morale. They must be technically proficient. Their professionalism is displayed through the practical application of their training on a daily basis. It is easy to ignore these soldiers, especially if they don't cause you any problems. *DON'T IGNORE THEM.* Here are some suggestions for you to consider when dealing with your medics and the soldiers they support.

- Make sure that the medics have a suitable facility in the battalion area to conduct sick call. This should include ample space for the control and storage of individual medical records, waiting and treatment rooms, and a room from which to dispense authorized medicines. Controlled drugs are to be safeguarded and dispensed in accordance with applicable regulations.

- Inspect your sick call facility soon after taking command; see if it meets your standards. Be sure to ask questions; get briefed on sick call procedures and the safeguard and control of drugs, medicines, and medical equipment organic to your battalion.

- A professional sick call program, at the battalion level, is not only a positive morale factor for your soldiers, but it drastically reduces the pressure on the medical personnel and facilities at the local dispensary and hospital. It also provides you with a more positive control over your soldiers, since, in many instances, they can be expeditiously cared for and returned to training.

- If, in the medical screening process, it is the judgment of your medics that a soldier needs more definitive treatment at the local dispensary or hospital, move the soldier forward immediately. In some cases, it may be wise for a battalion medical specialist to accompany the soldier. This display of concern will pay dividends in terms of soldier morale and esprit.

- One of your most tedious problems will be that of soldier profiles. Find out how many profile cases you have in the battalion (permanent and temporary in nature); establish an internal procedure for updating and validating these profiles with the appropriate medical doctors. Use the data that SIDPERS provides in checking and verifying the medical status of your soldiers.

- When the battalion is conducting field training, insure that your soldiers are properly clothed in accordance with the season. *AVOID COLD AND HEAT INJURIES THROUGH YOUR PERSONAL COMMAND ATTENTION.*

- Proper sanitation of your battalion consolidated dining facility and field mess operations is paramount to the health and welfare of your soldiers. Have your medical officer or NCO check



these facilities frequently to determine if any unsanitary conditions exist. The inspection checklist that is used by the division surgeon or other higher headquarters representatives to conduct their sanitary inspections should be followed by your medical personnel as a matter of routine.

- Preparation for Overseas Movement (POM) requires that every soldier be current in immunizations. Shot records are maintained at the battalion level by your medical personnel. Talk frequently with your medical officer about the status of immunizations in the battalion. Provide command emphasis to assure that your soldiers get the right shots at the right time. Arrangements can be made with the local dispensary to give shots in the battalion area if the scale of the operation warrants.

### WOMEN

- Expect and demand as much in the way of job performance and military appearance from your women as you do from your men. They are soldiers. Give them "equal treatment" and insure that they receive equal consideration for promotions, schooling and career-enhancing jobs.

- Policies specifically related to female soldiers are in a state of flux. Keep current!

- Know Department of the Army assignment limitations concerning women. Generally, these relate to MOS's in which women will not be trained or utilized and units to which they will not be assigned.

- Properly utilize female soldiers in accordance with their military training. Women are now trained and serving in the great majority (less combat) of Army MOS's. They are not just clerks, typists, medics or receptionists.

- While maintaining equal performance standards for male and female soldiers, recognize the fact that there are valid physiological differences between the two which WILL impact upon performance. Temper job expectations with common sense.

- Preplan field training exercises carefully so that the needs of both your men and women will be properly met. For example, billeting arrangements and bath and latrine facilities require special attention.

### MILITARY JUSTICE

Lack of information or misinformation about Military Justice can get you in trouble very quickly. Before you assume command, familiarize yourself with FM 27-1, *The Legal Guide for Commanders*, AR 27-10, *Military Justice*, and the *Manual for Courts-Martial*. Be sure you are up to date on the latest changes and that you know local ground rules concerning your legal authority. Also, check out the procedures required in obtaining approval for the pretrial confinement of a soldier. Once you've assumed command, insure that your subordinate commanders are completely aware of these procedures.

- NEVER prescribe to your subordinate commanders a specific punishment for a specific type of offense or even suggest that "John Doe" should receive "such and such" punishment. You may, however, legally restrict their authority to administer Article 15 punishment in certain cases (for example, driving under the influence) or to prescribe certain types of punishment (such as correctional custody).

- Insist on the timely administration of military justice; see that adequate controls are instituted to insure compliance with procedures and the carrying out of approved punishments. Undue delays may result in dismissal of military justice actions. Further, a sentence that isn't carried out because of poor administration is more damaging to esprit than no sentence at all.

- Reacquaint yourself early with how an Article 15 is administered. There is a script for this procedure in AR 27-10. As "canned" as it may seem, follow it. Your Military Justice Program can suffer serious setbacks when findings of "guilty" are subsequently dismissed because of failure to follow procedures prescribed by law and Army regulation.

- Remember: you can SUSPEND or REMIT an Article 15 punishment anytime within four months following its imposition when, in your judgment, the soldier's conduct warrants this action. Know how and when to use this authority.

- Correctional custody can be an effective rehabilitative measure; however, it entails deprivation of liberty and should be used sparingly.

- Whenever you question the legality of action in a case, *CHECK IT OUT WITH YOUR JUDGE ADVOCATE!* It is suggested that you also touch base with the SJA when an accused wishes to appear before you with civilian counsel.

#### PROMOTIONS/REDUCTIONS

On a monthly basis, have your PSNCO provide you a listing of those individuals who are in a promotable status. If a soldier is not promoted on time, check with the company commander. This is particularly important for those on special duty. Have your S-1 check with the personnel center well in advance to insure that all required paperwork is in order for individuals who are to be promoted to first lieutenant or warrant officer, or for NCO's who are coming up for promotion board consideration. Insist that all promotions be observed by a proper ceremony. Establish a level of promotion in which you will be personally involved, such as all officer and warrant officer promotions and enlisted promotions to the grade of E-6 or above. You'll undoubtedly make exceptions (as when your driver is promoted to E-4), but use exceptions sparingly.

Insure that only highly qualified and respected individuals are appointed to battalion promotion boards. The battalion XO and CSM would be excellent choices. Check AR 600-200, *Enlisted Personnel Management System*, and personally verify that all required representation is included. Validate proposed board membership with your higher headquarters AG. Insure that all eligible soldiers are scheduled to appear before promotion boards and that they receive timely notification. See that soldiers are given adequate time to prepare for their appearance before the board.

- Personally review the battalion-wide and unit record on promotions to insure that equal opportunity is, in fact, a reality. If there are problems, search out the causes and correct them.

- Use your authority to reduce a soldier if the situation warrants, but use that authority wisely. Be very much aware of the ramifications of such an action. For example, will a married E-4 who is reduced lose government quarters? If you reduce an E-5 or above, seriously consider reassignment for that soldier. A rehabilitative transfer is essential if subsequent separation is to be considered. (See AR 635-200, *Personnel Separations*.)

## ASSIGNMENTS

**WATCH YOUR PERSONNEL PICTURE CLOSELY!** Look ahead three, six, even nine months. This is important; without people to perform, nothing works. Observe grade, MOS, quantity, and unit distribution of your personnel assets. Are personnel requisitions going in on time? Are they being followed up? Strike a balance between your leadership/trainer responsibilities and the more mechanical aspects of your personnel management functions. A balance between the two is the foundation for a successful command tour.

Focus on your mission and strive to keep personnel turbulence at a minimum. Putting soldiers in the right jobs pays tremendous dividends, especially if this is done when the individual arrives in the unit. Make only those personnel changes which are warranted. Be sure that advance notice of such actions is given.

Vigorously attack the problem of MOS mismatch. Your S-1 and PSNCO must stay on top in this area. You cannot afford to have soldiers in your battalion who are improperly utilized or underutilized.

• ***DON'T STACK YOUR HEADQUARTERS STAFF AT THE EXPENSE OF YOUR SUBORDINATE UNITS!***

• Closely monitor "low density" MOS's, the ones in your unit where only one or two soldiers have a particular skill. The loss of "low density" MOS personnel can cause big problems, especially when no replacement has been properly programed.

## RELIEFS

Relief from duty can literally destroy a soldier's career. Use this authority with great care and discretion.

• Don't relieve a subordinate commander's subordinate. Make that commander take the action. This may not always hold true for the relief of junior officers, warrant officers or senior NCO's. You should, however, never relieve these individuals without your subordinate commander's knowledge and recommendation. When individuals are relieved, move them quickly. This will require prior coordination (on a close-hold basis) with interested staff sections of your own and higher headquarters.

• Insure that reliefs are properly documented and that appropriate remarks are included in the soldier's OER/EER.

• Obtain the CSM's recommendation before an NCO is relieved. If you don't agree with the CSM, say why.

• Inform your commander in cases of probable relief of officers, warrant officers or key NCO's. Never relieve on impulse or in anger. Insist that your subordinates act in the same manner and do not relieve personnel impetuously.

• If a commander is relieved, insure that your Property Book Officer or S-4 carefully checks the transfer of property for which the relieved commander has been responsible.



### **SPONSORSHIP PROGRAM**

Establish and support an active sponsorship program for incoming personnel. Insist that your subordinate commanders fully support the program and provide detailed orientations concerning their units. You and your CSM should interview all incoming personnel and welcome them into your unit. If unable to meet a new arrival during inprocessing, look the soldier up the first time you go to his or her unit. Letters to the families of newly-arrived, lower-ranking enlisted personnel appear to be extremely well-received. (This is especially true when the unit concerned is overseas.)

- Insure that inprocessing at battalion headquarters is accomplished rapidly and that new personnel are sent to their ultimate unit as quickly as possible (NOT in the back of an open two and one-half ton truck)!

- Plan ahead for known and unknown accessions. If there is a three-day holiday coming up, you can almost count on the arrival of unexpected replacements. Be sure that they'll be properly received.

### **HUMAN RELATIONS/DRUG AND ALCOHOL PROGRAMS**

Your role in these areas is vital. NEVER assume you do not have a race or drug problem—be aware of the indicators! Your supporting Human Relations and Drug and Alcohol Program counselors can be of invaluable assistance in helping you know how your battalion is doing in their areas. Read the pertinent command publications. Understand the local ground rules. Know what facilities are available.

*Consider the following points:*

- Don't hide race problems. Surface them and try to resolve the issues. Let it be known that you are personally interested.

- Obtain advice from professional personnel and higher headquarters.

- Continuously talk to your troops. While that may sound like "motherhood," there's no question but that your soldiers can be excellent sources of information as to the nature and extent of racial, drug or alcohol problems.

- Even if you're not required to have one, consider establishing a Human Relations Council. Membership should consist mainly of lower-ranking enlisted personnel. Council memberships should be changed frequently—every three to six months. Meeting locations should be rotated among your subordinate units. Don't let meetings degenerate into nonproductive "gripe" sessions; they should be an effective source of data on the state of your unit's morale. Keep the council focused in its thoughts and suggestions on how interpersonal relations in the unit can be improved.

### **LEAVE AND PASSES**

Leave is an entitlement, but a pass is a privilege. Use them in their proper fashions. Plan ahead; make sure your personnel get the required and desired time away from the job.

- Check sign-in and sign-out procedures. Are they fair? Practical?

- Educate your troops to the procedures they must follow in going on emergency leave. This will save you and them much grief. They don't have to go AWOL to solve a pressing problem.

#### UNAUTHORIZED ABSENCES

Soldiers go AWOL for many reasons: family problems, girl or boyfriend problems, job problems, problems with superiors or buddies. These are but a sampling of the "whys." Two reasons, however, crop up with disconcerting frequency:

- The soldier has no one who will listen to the problem!
- Disenchantment with the job or Army life sets in and no one seems to care about improving the soldier's situation and outlook.

AWOL's should never occur for those two reasons. If AWOL's are to be prevented, open, sympathetic communication between soldiers and their leaders is vital. As battalion commander, you cannot personally know all the problems, but you can be alert to problem indicators.

- Be very specific in establishing guidelines for reporting AWOL's. This must be done in accordance with AR 630-10, *Absence Without Leave and Desertion*.
- Develop all the facts on the causes of AWOL in your unit.
- Require immediate security and the preparation of a timely inventory of an AWOL soldier's property.
- Establish an education program to insure that all soldiers are thoroughly briefed concerning leave and pass extensions and the consequences of being AWOL (include information on loss of pay and benefits).
- Insure that a prompt, fair procedure is in effect for processing soldiers upon return from AWOL.

#### AWARDS AND DECORATIONS

The Army Awards and Decorations Program was established to provide material evidence of a soldier's exceptional service or achievement. Some units have more liberal programs than others. Regardless, you must conform to local command policy.

- Insure that the truly deserving soldier is properly recognized; if necessary, fight for that soldier's award or recognition!
- Never promise a soldier an award on the *assumption* that it will be approved by your higher headquarters. You may be sadly mistaken in this regard.
- Recommend awards only for soldiers who deserve them.
- Insure that all award recommendations are well-written and properly documented with facts and accomplishments.

- Properly administered retirement and end of tour awards are good advertising for your unit and the Army. Use them whenever they are justified by the soldier's performance of duties.
- Don't overlook Certificates of Achievement. They are a valuable part of the program.
- Above all, don't forget a "pat on the back" for a job well done. This is always effective.

#### **OFFICER AND ENLISTED EFFICIENCY REPORTS (OER/EER)**

You, your commanders and your NCO's have a very powerful career management tool in the OER's and EER's you render on your subordinates. Be sensitive to the impact—good or bad—that these reports will have on the futures of your soldiers. Make sure that all report raters and indorsers are equally sensitive to the importance of the efficiency report. A good way to impress this fact upon them is through professional development courses conducted by you for your officers, and by you and the CSM for the NCO's. Such courses should be held early in your tour as commander. They will demonstrate your own personal concern about proper efficiency reporting procedures.

Don't forget: proper and timely counseling sessions with your officers and NCO's are an integral part of the efficiency reporting system. Keep your personnel informed about how well or how poorly they are performing. Counsel *positively* and as frequently as circumstances require. Call things as you see them; where applicable, suggest ways to improve performance. Be interested and involved in building sound careers for your troops.

#### **MOS/SQT TESTING**

The newly developed skill qualification test (SQT) provides excellent feedback on the quality of your individual training program. From its results, you can determine who needs help and what areas need improvement. You and your subordinate leaders must constantly be aware of test periods and requirements. Soldiers can no longer "cram" for the written test. Hands-on training is essential. Other helpful considerations are:

- Insure that study materials are available to your troops in timely fashion and that time for supervised study is scheduled.
- Know where the learning center is and how it operates; use it during training time.
- Insure that troops are available, well-rested, ready for the test, and that they report to the test site as scheduled. The test is vital to the soldier's future. It is totally unfair to test a soldier who has just come off a night tour of duty.

#### **PERSONAL AFFAIRS/LEGAL ASSISTANCE**

Find out what assistance is available to your soldiers and their families; don't assume that they know what's available. If necessary, set up an orientation program for soldiers, and include their families. Your staff must also be thoroughly conversant in these matters.

#### **REENLISTMENT**

Like many other programs, reenlistment requires your personal involvement. Be aware that it is a constantly changing program. You may have a full-time reenlistment counselor. If not, you



may have to divert one of your experienced NCO's to this task. Regardless, the individual you select must have personality and drive or your program will suffer.

- Lead time is essential in reenlisting a soldier. Your program must provide for such lead time. SIDPERS is an excellent source for ETS information. Set up a suspense file for reenlistment action.

- Consider personal letters of encouragement to those you wish to reenlist.

- Encourage family participation. The spouse may be the key to reenlisting an outstanding soldier.

- Insure reenlistment ceremonies are appropriate and meaningful. Include families and schedule a photographer. Make sure the reenlisted soldier receives copies of photos taken.

- Your Reenlistment NCO will be a valuable source of information concerning troop morale.

- DON'T reenlist ineffective soldiers. Use your authority to bar reenlistment whenever it is justified.

#### **CORRESPONDENCE**

You may want to see all outgoing battalion correspondence during the first month or so of your command tour. In this way, you'll get a good idea of the unit's total "paper flow."

- Be alert to actions which have been disapproved. Why did this happen? Poor staff work? Poor writing? Should you rebut the disapproval?

- Insist that your staff meet all reports and correspondence suspense dates.

- Be very sensitive to the short lead time provided in answering congressional correspondence. Make your responses concise and factual.

- Set your policy early concerning the correspondence to be reserved for your signature. Try to limit this to those items which are truly important. *ALWAYS READ AND UNDERSTAND EVERYTHING YOU SIGN.*

#### **UNIT FUNDS**

Be current on the regulations and know the local ground rules. If you or your subordinate commanders are responsible for a fund, here are some helpful hints.

- Insure that those responsible are aware of procedures and the need for detailed accuracy in accounting for fund expenditures.

- Use outside experts to periodically audit the funds.

- Councils should be representative of the troops and should manage the fund. Hold NO "paper" meetings.

- Funds must be used to obtain what the troops NEED, not necessarily what they want, such as unit parties. Make full use of post funds.

- Beware of slush funds!

#### **ORGANIZATIONAL EFFECTIVENESS**

While this is a relatively new development in the Army, many positive results have already been realized. Its prime effort is to open communications and improve the effectiveness of your unit. A trained Organizational Effectiveness Staff Officer (OESO) can provide valuable assistance in identifying areas of strength and weakness within your command and can offer recommendations for improvement. You are the fixer—not the OESO. The OE program is voluntary and is not a substitute for leadership. It is a tool of leadership. The OESO works for you and, among other ways, can assist you in the following areas:

- Identifying and resolving problems.
- Improving communications.
- Improving teamwork.
- Reducing conflict and improving morale.
- Providing better use of available resources.

#### **CONSOLIDATION OF ADMINISTRATION AT BATTALION LEVEL (CABL)**

CABL is a new Army program. Its intent is to relieve unit commanders from burdensome administration so as to permit more training time with the troops. Some installations currently include only personnel functions in the program, while others have already included supply and maintenance. Find out what your unit's requirements are. Talk with those responsible for CABL's operation—both in your headquarters and in higher headquarters.

- Insure your people in the CABL office are cross-trained. There have been instances where leave has been denied because no one else could do the job.

- The CABL office is established as a *service* unit. Insure that it is open when the troops are available.

- Make sure that the transfer of administrative actions related to your soldiers does not remove the chain of command from the resolution of your soldiers' problems.

- While the intent of CABL is to relieve unit personnel of daily administrative duties, it is still your responsibility to train your officers and NCO's in administrative areas.

#### **CRIME PREVENTION**

The climate of your command will be greatly influenced by the crime rate in your billets. Your troops look to you for firm action in the area of crime prevention. Numerous outside agencies and sources of information are available to assist you. Use them! Your presence, and the presence of your officers and NCO's in the billet area, is a key to crime prevention.

- Use the Provost Marshal's expertise. Military Police should be accompanied by a member of your command chain while in your battalion area.

- Know your legal authority. Recognize that your command authority is restricted by legal authority. Know the rules of evidence regarding confessions, search and seizure, and most importantly, the rights of an accused.

- Review your instructions to the staff duty officer. They must be current and accurate. Review the Staff Duty Officer log each day.

- Require CQ's to be thoroughly instructed in identifying possible incidents and what actions they must take. Periodically, review the adequacy and currency of CQ books.

- Consider limiting visitors to your billets. Also be alert to other areas vulnerable to crime such as the mess hall, aid station, and automobile parking lots.

- Have an active program for soldiers to mark high value personal belongings.

- Closely monitor arms room activities.

- Encourage troop involvement in maintaining law and order. Be concerned with your soldiers and protect their rights.

### RECREATION

Troops who work hard deserve good recreational outlets. Be aware of facilities available to the troops; insure their access to them. Visit the clubs, know what trips are available, and encourage wholesome participation.

- Know the sources of recreational equipment and make sure that equipment is available to your troops.

- Know the Recreation Services Officer; know who is on the Recreation Services Council.

- Insure that the day rooms are available when the soldiers are off. Consider having the CQ issue the equipment on off-duty time.

- Coordinate your athletic program with your training program.

### EDUCATION

First priority in your education program should be MOS enhancement. This is the training that benefits the Army and produces qualified soldiers. This is also the educational profile most promotion boards orient upon. Following job training, your soldiers should be given time to complete high school and, if mission permits, to pursue advanced civil schooling. These are real morale boosters. Also:

- Afford proper recognition of progress with the award of diplomas or certificates.

- Push enrollment in MOS-related correspondence courses, and allow time on the training schedule to complete them.



## PERSONNEL READINESS

This is an area that ties in with personal affairs, legal actions and training. Know what you can do in skill qualification substitutability; check via your monthly Unit Readiness Report (URR). Deployability criteria are very important and can affect the status of your command; know what your deployability status is and how it can be improved.

## PERSONNEL ACCOUNTABILITY

If you aren't familiar with SIDPERS, request a briefing from your Personnel Support unit. Your input to this system is critical. Be familiar with, and on top of, how SIDPERS operates.

Have your PSNCO validate the personnel strength and accountability of your subordinate units during your early days of command. There is a strong tendency to "lose" people through intra-unit reassignments. With the passing of time, such losses are extremely difficult to trace.

- An excellent management and accountability tool is the use of *individual unit line numbers*. Properly applied, they can preclude mistaken identity cases in casualty reporting, emergency notification and other time-sensitive personnel actions during field operations. Since each soldier will have his own unique number, there is no question that the correct individual receives notification about that soldier's situation if or when an emergency develops. (Normally, the battalion commander will have unit line number 001.)

## SAFETY

You must have a good safety SOP, the contents of which are known to all your soldiers. The safety SOP must not become a laundry list of "dos and don'ts." Tie your safety training programs in with higher headquarters; don't be afraid to be redundant in your emphasis. Be especially alert during field exercises.

- Monitor range activities and regulations.
- Include safety as an item of interest during your inspections.
- Seek professional help.
- Support all programs and require seasonal emphasis, such as "drown proofing" and holiday safety programs.
- Instill a sense of personal responsibility for safety in each member of your chain of command. Take appropriate corrective action for violations or neglect.

## IN SUMMARY

The suggestions offered in this chapter only highlight your personnel responsibilities. You'll find many others as you progress in your command tour. *People are, indeed, your most important resource. Care about them; treat them right; stand up for them. They'll make your battalion a winner.*

## Chapter 4

### TRAINING

by

*LTC Michael D. Isacco, Infantry*  
*LTC Taft C. Ring, Infantry*

**THE BATTALION COMMANDER IS THE TRAINER OF THE BATTALION**—not the S3 or subordinate commanders. As such, you must emphasize and insure that mission-oriented training is the driving force around which all other activities are satellited.

Too often, mission-oriented training has been deemphasized in favor of such quick win/lose areas as the monthly readiness report, IG inspections, drug control, AWOL prevention, human relations, area beautification, on-duty General Educational Development (GED) and the like.

As a new commander, you can develop and implement a professional, comprehensive and thorough training program for your unit which will alleviate many of the people and administrative problems.

Soldiers expect job satisfaction in the form of good mission-related training. You're the key to insuring that your soldiers receive meaningful training. **THEIR TIME MUST NOT BE WASTED!**

#### WHAT SHOULD I DO BEFORE THE BIG DAY?

- Your pre-assumption-of-command homework should include the mission of the battalion, its organization, the background of key subordinates, a perception of the general degree of success achieved by your predecessor and the identification of the major milestones anticipated during your command tour.

- Read the new FM 21-6, *How to Prepare and Conduct Military Training*, November 1975. It will really help—particularly if you have been away from troops for a year or so. In addition, look at the even newer TC 21-5-7, *Training Management in Battalions*, 31 January 1977.

- Get briefed by your commander and the commander's staff to determine training priorities and to learn their perception of how your battalion compares in:

- Training inspection results by brigade and higher.
- Ammunition problems (forecasting or turn-in).
- Maintenance "standings."
- Roadside spot checks.
- The use of MAIT (Maintenance Assistance and Instruction Teams).

- Performance on guard, post support, burial details, and other activities outside the unit which reflect the status of unit training.

- All other activities relating to training.

- Include meetings with the Deputy G3 for Plans and Training and other members of the post and division staff. Get a feel for how they can help you and how you can help yourself in fulfilling the training mission.

- Make an ally of the Brigade XO, who is ideally positioned to keep you informally advised on trends and problems detected by the brigade staff. Confide in the XO throughout your tour. This will make your job much easier. You are also simplifying the XO's job.

- Your predecessor may or may not have briefed you concerning mid-range planning for those events which will occur during the first four to six months in command. Learn all that you can ahead of time by self-study, talking with other commanders and meeting with staff officers about such key topics as:

- The Army Training and Evaluation Program (ARTEP) for your unit. *IT IS YOUR PRIMARY TRAINING DOCUMENT, SINCE IT PROVIDES THE TASKS, CONDITIONS AND STANDARDS ESSENTIAL TO BEING ABLE TO FIGHT.*

- The Skill Qualification Test (SQT) for individuals by MOS and skill level. There is to be a related *Commander's Manual* for each which will be extremely helpful in understanding the importance and scope of the program. Since the SQT replaces the MOS test, it becomes crucial for the advancement and retention of each soldier. It is the cornerstone upon which the entire training structure must be based.

- The Technical Proficiency Inspection (TPI) for nuclear units.

- Annual General Inspection (AGI) criteria. Normally, checklists are available in the IG's office which will give you a good insight into the scope and detail of each area, to include training. Visit the IG and get his appraisal of training management in your unit.

- How your battalion fits into the divisional 12-18 month Master Training Schedule; normally referred to as the "horse blanket." (Don't laugh—it is possible to block out 18 months ahead with a reasonably high assurance of accuracy which improves as the lead time decreases.) A very real danger and temptation is to fall into the trap of becoming "flap oriented"—reacting rather than acting—and letting requirements drive you and your battalion. *A GOOD PLAN MAY BE MODIFIED TO COPE WITH CHANGE BUT A STATUS OF "NO PLAN" ASSURES CONTINUED CONFUSION, FRUSTRATION, AND PERFORMANCE MEDIOCRITY.*

#### IN COMMAND AT LAST, BUT WHAT NOW?

Make a detailed training estimate which covers such areas as the following:

- Look at present and projected turnover of personnel by month. Pay careful attention to officers and NCO's (your principal trainers) and to special skills such as mechanics, cooks, clerks, and equipment operators.



- Determine your Preparation for Overseas Movement (POM) qualification if you command in CONUS. In this regard, anticipate problems in weapons qualification. Physical Combat Proficiency Testing (PCPT) and Chemical, Biological and Radiological (CBR) operations.

- Get a detailed breakout of all personnel not present for training. It will be instructive to go down to platoon, squad, section and crew level. Obviously you cannot train people not present for training. *YOU MUST KNOW WHERE YOUR SOLDIERS ARE TO ASSURE THEIR ATTENDANCE AT MISSION-RELATED TRAINING.*

- You need to know who is on Special Duty (SD) outside your battalion and by whose authority. In addition, you must know who are SD internally (look at the S1, S3, and motor pool for openers). These SD's may be necessary but it is up to you to validate the need. You are responsible to insure that SD's attain, and maintain, their skill qualification.

- Identify key people who participated in the last ARTEP. They will be extremely helpful in preparing for the next one!

- Determine individual training status of your soldiers. The best way to do this is to review the latest SQT to determine level of proficiency and to identify weak areas.

#### **EQUIPMENT**

- Check status of equipment shortages. Include all items hand-receipted to and from other units, and *WHY THIS HAS BEEN DONE*. You must have the proper equipment to train effectively.

- MAIT can be extremely helpful in determining the condition of hardware, application of required Modification of Work Orders (MWO's), accuracy of log books and indications of operator abuse or neglect.

- Pay attention to the potential disaster areas of:

- Recovery vehicles (M88's, M578's and the wrecker).
- Power generators.
- Water trailers both from automotive serviceability and health standpoints.
- Refuel capability to include the status of all pump and tank units.
- Field mess equipment and mess trucks.
- Surveillance Tracking and Night Observation (STANO) equipment.

#### **TRAINING SUPPORT**

- How often are training schedules changed? Why? Late range requests, failure to order ammunition, a truck that can't pass the safety inspection at the ammunition area: Was the change caused by you or by higher headquarters?

- How are training funds allocated? What is your responsibility for managing those funds?

- How are training areas and ranges scheduled? Can ranges accommodate the firing of all organic weapons?
- What is the status of training ammunition? Has enough been programed for ARTEP training? Check to see if other units have used their full authorization. If not, request it for your unit.
- Take full advantage of close-in-training areas. Their use saves time and fuel.
- Are special facilities such as the Redeye Dome Trainer, TOW trainer, DRAGON trainer, artillery, 4.2 inch and 81 MM mortar subcaliber devices available and used?
- What is the capability of the Training Aids Support Office (TASO) and does your unit use it?
- Are adequate classrooms available in the unit area?
- Do you have a battalion learning center equipped with Training Extension Course (TEC) equipment and materials for SQT and team instruction? Insure these facilities are used by scheduling them on the training schedule.
- Review the availability of training publications.
  - Check the status of pinpoint distribution (DA Form 17).
  - Appropriate portions of the ARTEP must be in the hands of the squad, platoon and company since they clearly lay out the various tasks, conditions and standards for ARTEP.
  - *Soldiers Manuals* which, with the help of TEC, prepares individuals for their all important SQT.
  - *How-to-Fight* publications which are listed in Appendix B of the new Operations Manual, FM 100-5, 1 July 1976.
  - *Operations Manual*, FM 100-5, 1 July 1976.
  - *Training Management in Battalions*, TC 21-517, 31 January 1977.
- What does the battalion Tactical SOP look like? If it is classified above For Official Use Only (FOUO) and doesn't fit comfortably in your shirt pocket, it needs to be downgraded and reduced in size.

#### WHAT TRAINING APPROACH SHOULD I USE?

- Based on the results of the training estimate, you will develop an approach which strikes a balance between "centralized" and "decentralized." Centralized training is appropriate when you lack qualified trainers for decentralized training or when you want to standardize the level of training in a particular area. In adopting a particular approach, special consideration must be given to the type of battalion you command. Combat service support units may centralize training for range firing, CBR, medical or other such tasks. Additionally, a team approach might be appropriate in:

- Preparation of personnel for the SQT.
- Tank gunnery.
- 81 MM mortar training.
- M60 and 50 caliber machine gun training.
- A centralized program for the integration of TOW/DRAGON weapons to achieve maximum attrition of enemy armor/mech formations.
- The preparation and conduct of a company/platoon defense to include digging in, installation of wire, laying of a mine field, and a day and night live-fire phase with all supporting weapons.
- Preparation for the Expert Infantryman and Expert Medical tests.
- Having your scouts train with the divisional cavalry squadron.
- Having your artillery Fire Support Officer (FSO) set up a special forward observer training program for your mortarmen and scouts.
- It is a total waste of time to have the troops exposed to bad training. It is worse than NO training! Great care must be taken to insure that all instruction is:
  - Performance-oriented. (Let them do, not talk about it!)
  - Conducted under as realistic conditions as possible.
  - Measured against a specified standard.
- Use successful training methods and scenarios that other battalions have used and proven. Take advantage of their experience; however, remember to RECIPROCATE!

#### **WHO SHOULD CONDUCT THE TRAINING?**

- Use the lowest level NCO who is capable of conducting the training. You will find many E-4's who are extremely proficient and qualified to teach selected subjects. Potential leaders who have attended the Primary NCO Course (PNCOC) are potential instructors. These soldiers have just finished a course specifically designed to teach them how to teach it to their squads. Make maximum use of their enthusiasm and expertise.
- The real payoff comes when junior and acting sergeants demonstrate the mastery of ARTEP tasks in front of their contemporaries. In this way, soldiers gain confidence and respect for professionalism displayed while mastering their own training tasks.
- The company commander or platoon leader can conduct sand table exercises with their subordinates to work out details for company or platoon operations. In addition, the use of the Tactical Exercise Without Troops (TEWT) is an outstanding means to train your subordinate leaders. Cover troop leading procedures on the ground with the battalion commander or company commander acting as the leader/teacher. The soldier, rather than sitting under a tree



waiting for the leader to become trained, can receive concurrent training in individual deficiencies. This is an excellent opportunity for squad, crew and section leaders to work with and train their units.

- Another troop time SAVER is to use Command Post Exercises (CPX's) for the battalion CP and company CP's. They can be conducted in the close-in-training area to insure that command, control and communications are straight before you take your unit to the field.

- All officers and NCO's should really know and apply the provisions of the new FM 21-6, *How to Prepare and Conduct Military Training*, November 1975.

#### **WHAT'S MY ROLE IN TRAINING?**

- Demonstrate your interest, concern and support by:
  - Requiring the S3 to project a long-range training program which identifies key events, conflicts, and obvious areas which will require long lead times. Update weekly!
  - Having a training meeting once a week with company commanders, the CSM, S3 and XO to discuss progress on ARTEP tasks, the plan for the next three weeks and to insure that all support requirements are known and requested; and that *NO CHANGES ARE MADE TO THE NEXT WEEK'S TRAINING SCHEDULE*. Special consideration must be given to units not co-located since time-distance factors increase the opportunity for support problems.
  - Having company commanders individually brief you prior to formal publication of each week's training schedule. Insure that specific ARTEP tasks are cited in the "remarks/reference" portion of the training schedule.
  - Personally visiting as many training sessions as possible. You will see some poor training and will have to choose between stopping that training at the expense of the NCO's prestige or talking privately with the company commander and the CSM afterwards. You can bet that news of your interest in good training will spread throughout the battalion. While it takes many weeks to turn bad training around, your soldiers will notice improvements as you continue to place emphasis on excellence in training. *ALWAYS CHECK ACCOUNTABILITY OF PEOPLE. WHY ARE SOME NOT PRESENT? WHERE ARE THE LEADERS?*
  - Concentrating on what actually takes place in the motor pool. A point often overlooked is that *MAINTENANCE IS TRAINING*. It requires a detailed plan and supervision to make best use of time and to generate interest in this vital area. Frequently time spent in the motor pool equates to *ZERO TRAINING AND 100% BOREDOM*.
  - Talking with your soldiers to find out what is right and wrong with training, and then making modifications to improve it. Get feedback from all levels.

#### **HOW SHOULD I ORGANIZE FOR TRAINING?**

- As "the trainer" it is important that you have a general plan which complements your training approach. Such a plan could incorporate these suggestions:
  - Train the company commanders, XO and S3. Periodically conduct training for all officers and NCO's in selected areas. This training sets the standard—make it good!

- The battalion XO trains the staff and the company XO's in administrative and support matters.

- The S3 trains the Tactical Operations Center (TOC) element and the Headquarters of Combat Support Company to act as the alternate battalion TOC.

- Company commanders train their lieutenants.

- The S3 trains the S2, and the S2 trains the S3, to provide greater staff flexibility in the TOC.

- The Signal platoon leader helps to train all communicators in the battalion.

- *THE COMMAND SERGEANT MAJOR CAN ASSIST IN THE FOLLOWING TRAINING FUNCTIONS:*

- Observe training and provide feedback to the battalion commander.

- Preparation for the SQT.

- Allocation and scheduling of on-duty GED spaces.

- Proficiency of NCO instructors.

- Professional development of all enlisted leaders.

- Other training relationships.

- First Sergeants (1SG's) train platoon sergeants.

- Platoon sergeants train squad or crew leaders.

- Squad leaders train their squad members.

- There may be many modifications to meet local problems and to overcome deficiencies noted during the training estimate.

#### **HOW DO I GET PEOPLE TO TRAINING?**

- Some ideas to get the right people to training:

- Insure that those attending training are those who need it. Do not require soldiers to attend training for which they are already qualified. It is a waste of time.

- Require a permission slip signed by the 1SG for any E-4 and below who is to be out of the battalion area for any reason during the training day.

- Where possible, schedule medical, legal assistance, and dental appointments around training. The battalion XO, S1, and the medical platoon leader can make this happen.

- Support of the nondriving wife is a problem as well as an excuse used by some soldiers. The CSM should focus on this problem to see what can be done through the NCO wives. A talk with the wives is helpful in explaining the situation and in soliciting their support.

- Request that records checks and shots be administered in the unit area.

#### HOW DO I MAKE TRAINING FUN AS WELL AS MEANINGFUL?

- Reward formally, as well as informally, those individuals, teams, and units which do well in ARTEP training tasks. *COMPETITION IS THE KEY—ALL WANT TO BE WINNERS.* Provide sufficient opportunity for all soldiers to be winners and to be recognized.

- Involve yourself personally in training by firing weapons, running the compass course, or acting as a member of a crew. Your interest and enthusiasm will spread.

- Challenge other battalions to compete in various ARTEP tasks such as the squad-forced march and live-fire portion of the infantry ARTEP.

- Conduct additional training during off-duty time for those soldiers and their supervisors who fail to meet the established standard. This training must be scheduled, have appropriate lesson plans and instructors, and be directed toward correcting specific shortcomings. It cannot be punitive or intended to be punitive. Before conducting such training, examine local command policy and check with the Judge Advocate.

#### SOME ADDITIONAL THOUGHTS

- Avoid the cancellation syndrome. It spreads fast and people can always find excuses for cancelling training. Remember—*YOU MAKE IT HAPPEN.* Have some preplanned-but-good-inclement weather training.

- Highly visible statistics in the administrative area cause some commanders to overemphasize administration at the expense of training. *WATCH THIS.*

- Live-fire exercises require a great deal of your personal attention. Insure that qualified safety officers are available for all live-fire exercises. Especially when using indirect fire weapons!

- Send both officers and NCO's to ON and OFF post schools. You will get better trained and more competent trainers back.

- Be specific on your training schedule when listing maintenance. Schedule maintenance by specific pieces of equipment and specific maintenance functions to be accomplished.

- Develop a strong physical fitness program which is conducted by NCO's. Get everybody to participate; however, consider special programs for overweight and newly assigned personnel. Include diversification such as running, wind sprints, speed marches, and PCPT practice.

- Have leaders carry the Soldiers Manual Army Training (SMART) books. They can use this training aid to question soldiers on the SQT and to give short impromptu classes during lulls in training.

- DON'T develop separate standards for garrison and the field. Insist on one standard and ENFORCE IT.



- Be alert to training opportunities. Testing of new concepts, demonstrations, school support and similar activities frequently provide excellent training opportunities. You get additional ammunition, relief from details, and uninterrupted time to train.

- Diversification of training can be provided for small units by use of adventure training. This is an excellent morale builder and vehicle to teach a young leader the planning process. Insure that your unit is proficient in the basics before conducting adventure training.

- Training at distant off-post sites requires special considerations for coordination, detailed planning, and allowances to care for dependents.

- Keep your basic objective in sight. It is to insure that ALL members of your unit are fully qualified in their primary and secondary skills. Skill qualification is integral to enlisted promotion. Your function is to provide this by conducting realistic fundamental training, emphasizing the SQT, and enjoining your soldiers to take advantage of all educational and training opportunities.

## Chapter 5

### OPERATIONS AND INTELLIGENCE

by

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*LTC Howard W. Clark, Infantry*

This chapter provides some initial thoughts concerning the operations and intelligence functions of your battalion in field operations. It is not a substitute for current field manuals, units SOP's, or other publications. In fact, you should read and become familiar with the FM's, and, in particular, the Army Training and Evaluation Program (ARTEP) for your unit, before you assume command. If you put off reading these items until after you take command, you'll never have the time. Your key reference should be FM 100-5, *Operations*, dated 1 July 1976. Appendix B of FM 100-5 lists the key "How to Fight" manuals; you will want to review those applicable to your unit and those applicable to normal attachments. Although specially oriented toward maneuver units, this chapter does provide many useful suggestions for commanders of all types of battalions.

#### COMMAND POST

At the battalion level, personal excellence and mighty efforts by the commander are simply not enough. The headquarters must function smoothly and efficiently. One of your first actions should be to take the Command Post (CP) out, have it set up and take a look at it. You can do this in a nearby training area or by just setting it up in a suitable area near your headquarters. This should be done separately from an alert or exercise so that you will have plenty of time and freedom to take a good look. By doing this without the troops, you'll have time to put your stamp on the CP. Changes can be made to suit your style.

- Visitors to your unit in the field will draw their impressions of you and your command largely from visits to your CP. This does not mean that you have to stay there to greet them. Unless notified in advance, you should go about the business of running the unit rather than waiting around for visitors. You need to insure security, proper military bearing, and a good state of police. (Your own soldiers will also draw impressions, good or bad, from your CP.)

- Keep your CP small, camouflaged, dispersed and organized for all-round defense.

- Practice CP displacement—both day and night using radio listening silence. Check for proper echeloning of personnel and equipment, constant communications, and continuity of operations.

- Use remote radio equipment to keep antennas away from the CP. Be careful of wires, especially around landing zones (LZ's).

- In mobile situations, make it a habit to move the CP after extended radio conversations and make radio calls away from the CP whenever possible.

## **TACTICAL OPERATIONS CENTER**

You have to organize the Tactical Operations Center (TOC) for sustained, long-haul operations. It must function in the absence of the commander and S-3. Personnel have to get sleep; so do you. This requires that you develop a depth of experience among the principal and assistant battalion staff officers and NCO's.

The command group will normally consist of you, the S-3, the Artillery Fire Support Officer (FSO), an Air Force Forward Air Controller (FAC), and a security element, plus the necessary vehicles and operators. The command group may be gone from the main CP for extended periods controlling operations forward. Take along only the basic creature comforts and keep the group small, flexible and fast-moving.

In your absence, the routine functioning of the battalion must be controlled by a fully integrated S-2/3 element. This close relationship is key to successful operations as well as to providing combat flexibility since either the S-2 or S-3 can control operations.

The TOC must render reports to higher headquarters, issue orders in your name, and keep adjacent units informed. It must have shifts or teams capable of briefing visitors on the overall operation and intelligence situation, to include explaining the rationale for your decisions. You have to keep the TOC posted on your plans and insure that they accurately record information in a professionally kept operations log. This is the primary source document for after-action requirements. Personally read the log every day; fill in gaps and make additions or corrections based on your own knowledge.

Normally, one officer is placed in charge of the TOC. He serves as the "steady man," the one who minds the store while the command group travels. If your XO is available, he can help in overseeing the entire main CP. Frequently, however, he is tied up with a rear detachment or a rear CP/trains mission. Even in these cases, keep him posted since he is your next in command.

You may not be authorized liaison officers (LNO's) but you need someone assisting you at the next higher headquarters in running messages, delivering reports and orders, and keeping you posted on current thinking. Frequently, this will give you a jump on the next operation.

## **COMBAT ORDERS**

Orders at battalion level are usually oral orders with map overlay, or fragmentary (frag) orders. Early in your tour, go through the entire command and staff procedure; have a complete written order prepared. This will give you a look at your staff's capabilities, let them see how you operate, and will lay the groundwork for more frequently used frag orders. You should also practice giving a "spur of the moment" order in which you have only minutes to analyze a mission, give the bare essentials for execution, and leave for the forward area. Here is an area where the repetitive training in service schools and the use of the tactical (TAC) SOP are valuable. Your brigade or division operations section will normally have several Field Training and Command Post exercises (FTX/CPX) scenarios which can be used off-the-shelf to work on these procedures.

- After issuing orders, have your commanders brief back the essential elements of their mission and their preliminary concept of operation. Misconceptions can be corrected, and questions, which otherwise might not be voiced, are likely to be asked.



- Save precious time for your company commanders by habitually issuing warning orders, issuing orders at forward locations, and using secure radio instead of meetings. Develop and use fill-in-the-blank orders for each ARTEP Task Force task.

- Issue orders while your CP is in the process of displacement; it's good practice.

- Orders given to your commanders in their area of operations must be transmitted to the TOC for entry in the log and for dissemination to others who need to know.

### COMMUNICATIONS

*WHEN YOU ARE OUT OF COMMUNICATIONS (COMMO), YOU ARE OUT OF COMMAND.* Your communications officer has a full-time job keeping you in commo without having to function as an assistant S-3. This officer provides assistance to company commanders by visiting units and training unit commo personnel. He, as a member of the advance party, has the final recommendation on CP locations—listen to him!

Make an assessment of your entire communications posture. Start with the commo platoon. You'll find that it has become very small with little or no radio repair capability. Check your secure radio capability—what equipment, its maintenance status, and state of training of the company commanders and operators. Secure voice nets are worth their weight in gold! Next, look into the Radio Teletype (RATT) and Ultra High Frequency (UHF) availability. Look at terrain and distances. Go into the field and set up your nets. This will help you determine where radio relay is required and areas where you may have commo problems. Consider that an acceptable FM location may not be good enough for secure voice or RATT. Further, it may not be accessible for UHF. The sighting of antennas can significantly affect your Electronic Counter Counter Measures (ECCM) capability.

- Practice the use of wire, particularly in static and defensive training. Give priority to the internal CP, a line to each company and to the mortar platoon. This will be a big help in an electronic warfare environment. The use of foot and motor messengers will also help.

- Establish a reputation for demanding proper radio procedure. Personally set the standard! Absolutely refuse to allow excited, emotional, fast-talking reports on the radio. The worse the crisis, the more important it is for the information to get through. Demand self-control and brevity; prohibit idle chatter and excessive radio checks. Be conscious of communications security (COMSEC).

- Create in your TOC/Commo element a sense of mission. If a net goes down, get it up! Net outages must be recorded in the log. Check this! Use alternate means to get reports and orders disseminated. Make sure that message precedence is used and that messages are not left lying around waiting for "someone" to pick them up.

- Make the admin/log net work, and keep that traffic off the other nets. Fire support requests can use the command net. Make sure this is known but not abused.

- Practice frequent changes in call signs and frequencies, both programed and in response to jamming.

- Enforce accountability and security for the Communications Electronics Operating Instructions (CEOI).

- The commo officer and the maintenance officer must work closely together.
- Don't allow unauthorized switching of radio sets between vehicles.

#### **FIRE SUPPORT**

Fire support (artillery, tactical air, helicopter gunships and mortars) causes the majority of battlefield casualties. It is important that your troops know this. *EARLY AND CONSISTENTLY STRESS THE CONCEPT OF COMBINED ARMS TEAMWORK*. You must see to it that knowledge of how to call for and control artillery, tactical air, and gunship strikes is disseminated far beyond forward observers (FO's) and officers.

- The direct support artillery battalion commander and his personal representative, your FSO, can greatly assist in planning and employing your fire support assets. Consider your FSO as an integral member of your staff; insure that he and your S-3 work closely together as your scheme of maneuver is developed.

- The field artillery battery that normally supports your unit in training can also be of great assistance. The FO's from the battery can help by training your personnel in calling for and adjusting fires. The battery fire direction center can help with your mortar training.

- Accurately reported locations of friendly units is a prerequisite for rapid indirect fire support and for the massing of fires. Make sure that the company commander and his FO talk with each other about the tactical scheme of maneuver. Insure that they have the same map locations plotted for the company. Have the company commanders and FO's plot targets along the line of advance and all around the defensive position.

- You should insure that FO's maintain radio contact with the fire direction center. Occasionally walk up to one and check his comms. While on the move, check to see whether the company commander and FO are close enough to talk if one gets pinned down.

- See how well your mortars displace by echelon in the attack, withdrawal, movement to contact, and during tactical road marches.

- Talk with your FSO on the relationship of deflection, range, and caliber to dispersion of rounds. This becomes critical in combat when shooting close to friendly positions.

- Your combat support company commander must be capable of coordinating fires for the battalion and acting as the alternate battalion CP.

#### **TACTICAL AIR SUPPORT**

As with your artillery FSO, your Air Force FAC should become an integral member of your staff. In some cases, you will have a full-time FAC. Include him in early CPX's. He should see how you operate and should brief you, your commanders and staff on aircraft and ordnance. You (and your operation staff) should learn enough about ordnance loads and mixes to request the load when you request the air. Do this in coordination with the FAC. You describe the target and let the Air Force prescribe the best mix to destroy it. Become familiar with the safety distances and dispersions associated with various ordnance and aircraft delivery profiles. It makes a lot of difference in how close they can drop to troops. Your FAC must be in on the early stages of planning for all tactical operations. He will want to know not only the ground plan of maneuver, but also will be interested in indirect fire support and Army aviation plans.

- In training, as in combat, be honest with air requests; use the preplan system as much as you can. Don't call for immediates unless you really need them.

- Be honest and accurate with target descriptions.

- The great value of tactical air is the ability to mass aircraft against a priority target. This is a two-edged sword. It means that if you have the greatest need, you'll get plenty of air. Conversely, your air may be diverted to another higher priority target. During field operations, always have several targets in mind in case air becomes available. Normally these "diverts" only have a limited time left on station. On the other hand, you should have alternate support (artillery, gunships) in mind in case your air is diverted.

- Check your procedures for marking friendly positions (smoke, panels); this applies both to your unit and all other nearby friendly positions. The biggest delay in getting air support is the uncertainty of the location of friendly positions.

- Don't forget that tactical air desires a bomb damage assessment (BDA) after each strike. Practice during field training.

- Normally, the FAC will have a jeep with good radios (UHF, VHF, FM). That jeep can't keep up with tanks and APC's; plan accordingly.

#### **ARMY HELICOPTER OPERATIONS**

Army helicopters now provide command and control, fire support, reconnaissance, search and rescue, communications relay, and troop and logistic transport. You will need to find out how much of what type of support is available. Your local aviation battalion commander should be able to give you a rundown of his assets, request procedures, and the general nature of flight operations—weather, terrain, and flying hour restrictions. Ask for an appraisal of how well your unit has done in recent helicopter operations. Meet his company commanders, since in most small operations, they will be supporting you.

- During field training, become familiar with your area of operations from the air. Take an orientation flight and look over the terrain—key pickup and landing zones (PZ/LZ), air routes and key terrain. While you're airborne, become familiar with the internal radio and intercommunications systems aboard the helicopter.

- Back in your battalion, find out who your heliborne experts are. Look for rated aviators, pathfinders, or others with extensive aviation experience, such as air assault or Special Forces assignments. Then, take a look at the recent experience of your company commanders and staff. Don't forget the S-4 and the support platoon leader since heliborne logistic operations are as important as heliborne tactical operations.

- Like any other action, helicopter operations require practice. Timing, communications, and safety discipline are especially critical. Schedule heliborne operations periodically to maintain proficiency. Work on such specifics as control of helicopter gunship strikes, day and night PZ/LZ procedures, and the integration of helicopters with artillery, tactical air, and mortars.



## ATTACHMENTS AND COMBAT SUPPORT

Habitually, your battalion will have units either in direct or general support, attached, or operating in your area. You will also frequently cross attach within your battalion. Emphasize procedures insuring that attached elements are not forgotten, are properly used, and properly secured. Typical attachments may consist of armor, infantry, engineers, air defense, and intelligence-gathering agencies. *KNOW THEIR CAPABILITIES AND LIMITATIONS; MEET WITH THEIR LEADERS.* Whenever you go to the field, request typical attachments and supporting forces. *TRAIN IN A COMBINED ARMS CONFIGURATION.*

- You may have to arbitrate among attached forces and your own units over priority of ground positions.
- Be particularly aware of the logistic responsibilities you incur for attached elements.
- You are accountable for attached units. Insure that your S-1 has the proper line number data for reporting purposes.

## LOCATION OF THE COMMANDER DURING TACTICAL OPERATIONS

- Locate at the point of the main effort in the attack or defense, lending your personal presence to the battle.
- Collocate with new, inexperienced, or subordinate leaders needing your personal attention.
- Frequently use helicopters for command and control, but spend the majority of the time on the ground. Use the helicopter to travel between widely separated units. Remember, however, that helicopters tend to pinpoint locations. Positions look a lot different from the air than on the ground. Good (or bad) cover and concealment becomes critically apparent. Proper positioning of units and weapons can be checked. Get your subordinate leaders up to take a look. It will give them the same insights you have received.

## WARTIME DEFENSIVE POSITIONS

In Europe and Korea, battalions have actual alert assembly areas and wartime positions for which you will become responsible. Physically check your positions as soon as possible. Inspect all company positions, major weapon locations, as well as battalion CP (main, jump, rear) and trains locations. Look at trafficability and landing zones. You will probably inherit a written plan. While your company commanders and staff may be familiar with it, until you go over the plan in detail, on the ground, you will have difficulty executing it. The plan may be only partially written with its execution highly dependent on the memory of leaders in the battalion. Remember: they depart on PCS, go on leave, and change duty positions! Don't assume that your mission from higher headquarters is unchangeable. Question and seek to change that which doesn't make sense. Don't accept the old phrase, "We've always done it this way."

Generally, rules of engagement govern what you can do, where you can move, and what targets you can engage in certain situations. Don't shortchange yourself on this; these are quite important. You must become very familiar with these rules, and soon!

### **EMERGENCY DEPLOYMENT READINESS EXERCISE (EDRE)**

Many CONUS-based units have deployment requirements which constitute the CONUS equivalent of alerts. Determine what your unit's responsibilities are and review associated contingency plans. Take a look at the last EDRE results (from your unit and from others on the post). Check to see that all deficiencies have been corrected, and that loading plans are current.

There are numerous administrative details involved: shots, wills, profiles, and the deployment eligibility of personnel. Establish a routine whereby one or two items are checked at formation each week.

Deployment readiness, professionally handled, can be a positive motivator for your soldiers.

### **WALK-THROUGH AND PRACTICE ALERTS**

Readiness operations include practice alerts. Schedule a walk-through alert. This should be a learning, not testing, exercise; stop and critique as you go. Check your alert notification procedures. Make sure that vehicles locked in the motor pool can get out. Know who keeps the keys and where duplicates are maintained. Load your vehicles and move to an assembly area. Guides and properly-constituted quartering parties are invaluable. Alerts are more difficult at night, during periods of rain and adverse weather. They are most difficult when the troops are off duty.

Know the daily status of your materiel, particularly tactical vehicles. Find out what transportation support you will get from higher headquarters. Check your procedures for issuing CEOI's during alerts.

Call practice alerts from time to time. These should be coordinated with higher headquarters. They may want to send observers or they may have already scheduled an alert of their own.

Your ammunition basic load may be stored at an ammunition supply point (ASP) which belongs to you or for which you have some caretaker responsibility. Check the traffic pattern and the storage location of ammunition components. No vehicle should have to stop at four or five bunkers to get its load. Coordinate this matter with the ordnance officer.

### **ADDITIONAL OPERATIONAL POINTS**

- During tactical operations, the physical tie-in with adjacent units on the ground is vital.
- Become a "vehicle disperser."
- "Elite" units are apparent by professional performance rather than distinctive dress. Avoid special uniforms for the reconnaissance platoon or unique paint jobs for vehicles. Make your entire battalion an elite unit.
- The Army is now coming to grips with electronic warfare, chemical warfare, active and passive air defense and anti-missile defense. Your soldiers will need vigorous leadership in these areas.

- **CBR TRAINING NEEDS PARTICULAR EMPHASIS.** Show a personal interest. The battalion's survival could depend some day upon its CBR preparation. Become a training pioneer in this field.

- Insure that the procedure for the succession of command within the battalion is known and kept current.

- Each battalion should have a concise, pocket-sized TAC SOP for field operations which establishes responsibility for routine, recurring activities and for required reports. Since the TAC SOP will specify "who does what" and what report formats will be used, there is no need to repeat TAC SOP content in tactical orders. The statement, "per TAC SOP," is all that will be needed. Normally, there is continuity among all TAC SOP's within the brigade and division to facilitate rapid cross-attachment of battalion task forces.

### INTELLIGENCE

Although habitually neglected in peacetime garrison situations, intelligence operations are key to successful combat operations. Fighting outnumbered and still winning presumes that you locate the enemy and determine his disposition in time to maneuver forces and mass fires on him and on terrain of your choosing. It also presumes that you can detect his weak points and exploit them before he can react. The primary reason for the integration of your S-2/3 operations is to promote teamwork, insure the free flow of information, facilitate target collection efforts, and take full advantage of all opportunities. The S-2 should be qualified to run the TOC, particularly since the S-3 will often be forward with you. This means that your S-2 must not be loaded down with additional duties which detract from his mission.

Impress upon your subordinates that you demand a quality intelligence operation.

- Your S-2 should give you a complete and detailed intelligence briefing. This should be an all-source briefing.

- Decide how you want to receive intelligence information during field operations.

- Check security handling and destruction procedures for documents, war plans, and CEOI's—both in field and garrison operations. Personally spot check by inventorying several documents. Try a page check; look at the way changes are posted and accounted for.

- Review combat indicators and early warning signs with your S-2 and S-3. Discuss typical Essential Elements of Information (EEI) for various types of operations.

- Look at communications and operational security procedures in the battalion.

Once underway and in the field, you'll have an opportunity to check some other things.

- Demand immediate contact reports from your companies. Be prepared to accept initial frag reports and allow time for follow-up. Make sure that your TOC is as rapid in passing the word up and to adjacent units.

- Have the S-2 analyze all intelligence reports, contact reports and other pertinent data, and provide you his assessment.



- Check on the procedures for patrol plans; get them to the companies early.
- Check to see that ground radar is used. *INSIST ON A BATTALION SURVEILLANCE PLAN.*
- Insure that intelligence spot and warning reports, situation reports (SITREPS) and passwords are disseminated in accordance with the TAC SOP.
- Know your intelligence assets and sources. Insist that the S-2 gainfully employ them.
- Check map requirements, storage and distribution.

Intelligence operations in garrison require several things.

- Review your local counterintelligence situation, emergency evacuation and destruction procedures.
- Review personnel security clearance and revocation procedures. Security clearances may be affected by AWOL's, military justice actions, bars to reenlistment and so forth.
- Review your last AGI and physical security inspection reports. Were all deficiencies corrected?
- Review cryptographic procedures with your communications officer.
- Check the physical security of the arms rooms, including classified ammunition and weapons components. Review key control procedures.

#### IN SUMMARY

Your ability to coordinate all elements of your battalion will be measured by your performance during field operations. Successful field operations are the culmination of detailed planning, extensive training and vigorous execution. You can't do this job alone. You must rely on subordinate leaders for decentralized execution of specific tasks. Meaningful operations occur when you understand what assets are available, how they are integrated and how well the leaders of the unit function as a team.

## Chapter 6

### LOGISTICS

by

*COL Charles U. Vaughan, Transportation Corps*

As you accept command, you are taking over management of a logistic support system designed to assist the unit in accomplishing its mission. Your success depends to a large extent on how well you develop and utilize this capability. Keep in mind that combat power is a combination of materiel, personnel and training readiness. One doesn't survive without the other. Accepting this relationship is fundamental for developing an effective resource management program.

This chapter provides a game plan for analyzing your new command's support efficiency. Suggestions are also included for correcting deficiencies and for managing resources. Your understanding of this plan requires a working knowledge of basic procedures associated with MOS structuring, unit maintenance, supply management, readiness reporting, unit authorization documents and unit financial management. If you lack this familiarity, the Senior Officer Logistic Orientation courses at Fort Knox and the Logistics for Commanders elective at Fort Leavenworth are excellent reviews. Attendance at one or the other is highly recommended.

Your first task is to develop an accurate appraisal of your unit support mechanism. In order to develop a solid base upon which you can improve and manage your logistic operations, you have to identify where help and change are needed. Before beginning an internal evaluation, go to your supporting activities and determine the "image" of your command. Find out its strengths and weaknesses from those who provide support. Visit the Chief of the Materiel Management Activity, the G-4, Food Services and your support battalion commander. Analyze the good and the not-so-good. Does an attitude of cooperation exist or is there a contest going on? This type of outside information is invaluable in determining an accurate first impression of your unit.

Evaluate your unit through a scheme of random spot checks. Sample each type of function. Discrepancies discovered during these quick checks should be processed through appropriate procedures to evaluate the system's efficiency. While you are conducting these internal tracking operations, look for appropriate written transactions. It is also important to follow through on transactions requiring higher level response—such critical areas as personnel replacements, school quotas and requisitions. This close-the-loop, in-depth examination is demanded during your initial appraisal as well as throughout your tenure of command. The support system is flow-dependent. It is only as efficient as its weakest link.

#### ELEMENTS OF LOGISTICS MANAGEMENT

Within the management of logistics at battalion level, there exist certain essential elements that require your continuing command attention. These include personnel, unit readiness reporting, maintenance and supply, dining facilities, financial management, and training.

#### PERSONNEL

There are important personnel considerations in logistics management. This is an area where you find extensive diversity in MOS structuring. It is an area where your depth in a specific

specialty can consist of a single soldier. Thus, when a position is vacant or filled by an untrained soldier, the battalion is without that critical capability. Keep in mind that career progression in logistic specialties is complicated. Look closely at specialist progression into logistic supervisory jobs. Be sensitive to instances of soldiers being denied supervisory opportunities purely because they perform well as technicians. Look for MOS mismatch with individuals filling slots out of expediency. The morale and efficiency of your logistics personnel demand that you recognize these circumstances and make decisions accordingly. To cope with this complexity, have the CSM and the PSNCO join the S-1 in helping you make your initial survey. Their familiarity with the command and its people, together with their understanding of enlisted career progression, can be an invaluable asset.

Fill positions such as the TAMMS and PLL clerks with trained individuals. Insure that the supervisor of these "one of a kind" skills is competent to fill in for short periods or that alternates are available. Most installations have formal schools for training these individuals, along with a host of other specialties. Become knowledgeable of school quotas in support fields. Avoid using untrained people in these areas. Review your SIDPERS summary to see if some of your shortage MOS's are performing where they are not authorized. If this doesn't fill your vacancies, do the same thing with higher headquarters. You will be amazed at how many soldiers with critical MOS's can be found in unauthorized positions. With command emphasis, they can be made available!

#### UNIT READINESS REPORTING

There is no more useful tool for managing your logistical program than the monthly Unit Readiness Report (URR), providing it is compiled honestly and in the spirit of AR 220-1. Unfortunately, this is not always the case. Before you lean too heavily on the trends and status of the last few DA 2715's and 2406's, make sure these reports are giving you what you think they are.

- Realize the URR is submitted as of the 20th of each month; a great deal of peaking may have gone into achieving the reported equipment conditions.
- The Equipment Serviceability Criteria (ESC) used are not necessarily an accurate measure of tactical capabilities.
- Understand that command influence can drive materiel readiness reporting. Don't make this report your sole tool in assessing conditions.

In dealing with these potential shortcomings, you are going to have to convince your unit (and sometimes your boss) that the URR is a management tool. It is primarily a means of providing feedback on how well Army resources are being distributed and managed. It demands intellectual honesty in its preparation. Encourage subordinates to report serious problems so that the needs of your unit are made known to the chain of command. If your reports fail to indicate serious problems in spare parts, maintenance facilities or equipment shortages, you may find resources going to units that make their needs better known.

Establish an atmosphere which encourages a high state of readiness. There are several things you can do to reach this goal. Set the example. You have the responsibility for assigning the overall readiness condition based on statistical data and judgment. Avoid using the numbers game to inflate your rating. For example, it is possible for a unit to compute a C-1 rating in personnel while not having sufficient qualified individuals in key maintenance positions. In this case, it may



be appropriate for the commander to subjectively lower the overall readiness rating and indicate the reasons in the remarks section. Be perceptive to these situations and willing to grade them accordingly. This form of integrity will be apparent to the unit and will become a driving force. Next, spot check reported conditions. Use your command musters or mandatory formations for conducting unannounced operational checks on equipment. This is also a good opportunity to open the radio net and see how well the radios and their operators work. This combination of command example and command inspection will provide the catalyst for making the URR an effective management incentive.

## MAINTENANCE AND SUPPLY

Although these functions are separate within your unit, the dependence of maintenance upon supply dictates that they be considered jointly. Concurrently, you must analyze the administrative aspects of these two functions. Realize that your battalion operation is just one component in the overall scheme of logistical support. If you are a tactical commander, know what your support units can do for you. If you are a support commander, know what your customers need and what you can do for them. More genuine accomplishment occurs through these two commanders working together than is ever accomplished through command leverage. Remember this and you have half the battle won.

### Administration

- The driving force in any good support program is administration. If this is neglected, or done haphazardly, your program is going to be ineffective. In assessing this aspect of your operation, review the SOP. There should be one for both maintenance and supply.

- The other aspect of administration is filling out forms, records and reports. Technical Manual (TM) 38-750 lists the maintenance forms required for each type of Army equipment. Get this document and spot check some items of equipment to see how well your unit is complying. On these same items, have the assigned operator (and there MUST be an assigned operator for each piece of equipment) or the maintenance supervisor produce the last inspection worksheet (DA 2404). This form will list all the faults found during the last inspection or periodic service. For each fault there will be a corrective action entry or a reason for the fault remaining uncorrected. Record a few entries which list "waiting parts" as the reason for delay. Check to see if those required parts are on valid requisition in the Document Register. Once you have established a valid requisition at unit level, check with your support battalion and the materiel management activity to see if they have acted on this requisition. If you can close this loop successfully, chances are your maintenance and supply are up to snuff. IF NOT, get to the bottom of what is wrong.

### Maintenance

- Deadlined equipment. Anytime a piece of equipment is down, *KNOW IT AND GET INVOLVED*. Do not tolerate delays which are not supported by valid cause.

- Scheduled maintenance. Watch to see that the old "M-1 pencil" isn't doing these services in lieu of real work. Most tactical units now perform quarterly services a platoon at a time under battalion supervision. All crew members/operators should be present during this critical service along with their leadership. This allows better supervision and permits augmentation by your direct support unit. Also demand that these services be performed strictly by the book. You can quickly determine this by looking to see if the manuals are used or not. Clean, crisp tech manuals are a dead giveaway that they are not being used.

• Motor stables. Unless this function is well organized, scheduled, and closely supervised, it can be a complete waste of time. Get into the middle of this program; it is important to you. Each item to be worked on should have an assigned operator, who has been trained on his equipment, present with a checklist and the required materials for what he is going to accomplish.

• Training of maintenance personnel. Insure that your senior maintenance supervisor has a training plan and conducts MOS-related training for all maintenance personnel. This training should include the use of test and diagnostic equipment. Cross-train your maintenance people into related skills.

• Maintenance area. Make sure facilities are there for the troops to accomplish their required tasks. This includes a fair share of the Self-Service Store funds for rags and other necessary maintenance materials. Areas being used for maintenance should be neatly policed at the close of each day. Watch for safety hazards such as spilled fluids. *MAKE SURE THAT EYE AND EAR PROTECTORS ARE BEING USED.*

• Tool accountability. Make sure tool sets are assigned to individuals, marked with an etching machine, and inventoried regularly. This means a hand receipt and the supply catalog have to be available against which the inventory is conducted. Shoe tags for missing items should be verified with your S-4 section. Also important is knowing your calibration requirements and spot checking for compliance. A mechanic's work can be dangerous if his tools aren't calibrated.

• Vehicle dispatch. This can be an effective means of assuring a high quality maintenance program. Put one of your best maintenance supervisors in charge with instructions not to let safety-deficient vehicles out on dispatch. You will personally have to back him on this because delaying vehicle dispatch can jeopardize a company's capability to accomplish its mission. Hold your commanders personally responsible for insuring that each vehicle is operationally ready before being sent for dispatch.

### Supply

• Prescribed load lists (PLLs) and authorized stockage lists (ASLs) must be administratively accurate. Personally spot check inventory. If you are commanding a divisional unit, the Division Automated Logistics System (DLOGS) will provide an accountability printout against which you can check inventory and stockage objectives. If you are in a nondivisional unit, you may have another computer-based system. You can use the manual locator file in its absence. In your inventory, the quantity of zero-balance items should not run above the established standard. Spot check storage, indexing, location and maintenance of spare parts on hand. Your people must know exactly what they have and where it is, while insuring that the items are correctly stored and maintained. In evaluating your PLL or ASL, it is important to realize that your computer printout isn't giving you combat consumption levels. It is giving you peacetime demand-supported quantities. It's up to you to manually adjust stockage to accommodate tactical situations.

• Inventory adjustment reports and reports of survey are good indicators of supply discipline. Force your company commanders to keep up with their equipment inventories. Be demanding on inventory adjustments and reports of surveys. There should be no inventory adjustments required at change of command. Be critical of excess property, especially excess parts. These represent another breakdown in logistic discipline and cause serious problems in the overall Army logistic program.

- **Property Book.** There are several methods, both automated and manual, for maintaining this accountability. The important thing is accuracy. Do not accept any slack in this vital area. An efficient way of managing these accounts is to have every item of equipment subhand-receipted to an individual. This will automatically generate interest, enthusiasm and a large club for getting people's attention.

In summary, your maintenance and supply efficiency is the result of disciplined administration, having the right talent in the required positions and command emphasis. This emphasis will not occur if you are not informed. There are numerous ways of effectively displaying logistical status, and each unit may choose to do it differently. What is important is that the commander of a battalion maintains a system which displays in real time the combat or logistical power status of his organization. Only through this awareness will you manage those resources which give you what you need when you need it.

### DINING FACILITIES

It can be said that morale begins in the chow line of your unit mess hall. It is the one place the troops' attitude can be influenced, good or bad, three times a day. With the consolidated dining arrangements which exist in today's Army, you may not command the facility in which your troops are fed. You can, and should, however, exert whatever influence is required to assure its efficient operation, and this demands your personal attendance. You and your chain of command should not pass up the chance to eat or just visit at every opportunity, and vary the meals you select. You will get an enthusiastic response from both your troops and the mess personnel when you participate in their food program. Everyone wants to know you're concerned. In addition to the quality of food being served, some of the things you can look for and expect from your mess are:

- **Atmosphere.** It should be a pleasant place to eat and relax. This takes imagination and a lot of supervision. Efficient headcount and the presence of NCO's or officers from all the units using the facility are required at every meal. *GI'S HAVE A WAY OF TAKING ADVANTAGE OF SOMEONE ELSE'S CHAIN OF COMMAND.*

- **Mess Personnel.** Don't put up with substandard performance. Starting at the top, with the Senior Mess Steward, down through the cooks and KP's, these individuals must provide efficient service. This includes the whole range of activities from spotlessly clean surroundings to good, well-served food, to KP's who do their job without creating a racket. Do not tolerate dirty cooks or KP's. Each should be issued sufficient sets of whites to present a clean appearance at all times, especially in the serving line. One problem pervasive among mess halls is the shortage of cooks. It takes three full shifts to run the facility, and any attempt to cut corners will cut efficiency. If you are not getting enough 94B's (cooks) assigned, train some. There are always troops around willing to undertake a new challenge, and it is up to you to make the necessary arrangements. In line with this, make sure your facility has a baker or two. They provide enough of a morale boost in the treats they produce to justify the time spent in getting one or two of your cooks trained.

- **Management.** Balancing the financial transactions is only part of a Mess Steward's duties. The more important part is supervising the chow line during the entire meal. If you do not find him running the show during this period, get his attention, and don't forget weekends. Look at the cook's worksheets. This form has a remarks column which is annotated by the Mess Steward when he samples the food. No entries usually mean a lack of supervision. You can also tell a lot by looking at the glasses and silverware. These items are easy to check and telegraph real time conditions through their frequent use.



• **Field Support.** There are two ways troops can be fed away from the dining facility: by insulated containers, with food prepared in the garrison, and by setting up all of your field kitchens. There are generally severe shortages in field mess equipment and the only way you can get an accurate feel for this capability is to set it all up at the same time. Cooks and mess supervisors need tactical training as much as the troops, so don't hesitate using this capability routinely. You will be amazed at the problems you encounter; and, remember, demand the same standards in the field as you do in garrison. You can never expect too much from the dining facility. It will pay off tenfold in results and high morale. Poor performance at any time will not be excused by the troops. A good check on how the soldiers see their dining facility is to check the PX snack bar at mealtime. Full of your soldiers? You may have a problem!

### **FINANCIAL MANAGEMENT**

The trend is heavily toward decentralizing financial management to the battalion level. In addition to the management of self-service store funds, you will be required to manage most consumer funded items (POL, repair parts and health and welfare items). This means focusing your attention on ways of accomplishing the most training and completion of missions possible with the dollar limitations imposed. The benefit from this is that you will be setting your own priorities.

Your primary guidance for this task will come from the Army Financial Management Plan (AR 37-11). It establishes a framework for getting the maximum effectiveness from all resources—people, money, materiel and facilities through the proper application of management. Supplementing this basic reference will be directives from intermediate headquarters. Consequently, your specific instructions will depend greatly upon location. In CONUS, FORSCOM has implemented the Committed Accounting and Management of Unit Supplies (CAMUS) Program under its Circular 5-1. This program provides commanders at battalion level a weekly automated printout depicting expenditures and commitments. Other commands may vary their techniques. In adjusting to any system, your principal concerns as a resource manager will be establishing priorities and controlling expenditure rates. By these actions you are influencing your unit's financial status at the end of the fiscal year. Your S-4 can provide the data you need for this form of management, using a combination of graphs and feeder reports of past and projected spending rates. It will also help if you have him designate red flags (warning) of reaching critical expenditure points, i.e., 50%, 75% spent. One caution along this line: in developing your requirements for management documents, don't proliferate anything that isn't absolutely essential to your purpose. Another caution is to carefully examine the proficiency of your money managers. Have they received proper training? If not, get some on-the-job assistance or take advantage of available school quotas.

### **NEXT YEAR'S BUDGET**

Do your homework on this requirement and demand the same from your staff and company commanders. Visualize in detail your unit's needs and make sure the S-4 gives you an accurate figure for covering supplies and repair parts ordered but not received by year-end. These items are charged to your account only as they are received, so this year's dollars will not pay for them. Having the responsibility for your own budget can give you a big boost in influencing your unit's combat readiness. Manage it wisely.

### **LOGISTICAL TRAINING**

There are aspects of training your support team which are uniquely different from training the tactical troops. The support function can be more efficiently performed from the motor pool

than from field locations, and commanders are reluctant to sacrifice this efficiency. Unfortunately, this is a short-sighted, peacetime viewpoint. In combat there are no fixed installations to count on, and a unit which has not trained its logisticians in the dynamics of warfare will not survive.

Requirements for resupplying and performing maintenance at night, camouflaging during the day, and protecting your own perimeter are a complex, demanding set of tasks. It takes familiarization training on weapons, map reading, and CBR indoctrination to get these soldiers basically prepared. But it takes field exposure to assimilate their functions. Added requirements are for communicating, finding units which are constantly on the move, and understanding tactical procedures and jargon. These tasks take field training.

There is more at stake, however, than just their training. You need to know what you can expect from them under these conditions. How many vehicles can they fix? Can they move the PLL supply items and, at the same time, resupply your weapons? How much tonnage can they deliver, and will your log-net radios reach over the distances demanded? Answers to these questions come through realistic field exercises, complete with aggressor activities conducted night and day over realistic distances. Once you have your own battalion functioning efficiently, you need to expand your horizons and train with the battalion you support or which supports you. You will discover a lot of assumed efficiencies won't materialize and in all likelihood, you'll sustain a serious setback in materiel readiness while the support team "gets its act together." Realize, though, that it costs you less now than it would after hostilities begin.

#### SUMMARY

Managing your unit's logistics program demands certain specialized considerations, but it also demands that you integrate it with the tactical scenario. A commander who treats materiel readiness and training readiness as equals in achieving combat efficiency has accurately assessed the dynamics of the modern battlefield.

## Chapter 7

### MANAGEMENT AND DECISIONMAKING

by

*COL James F. Cullen, Armor*  
*LTC Melville A. Drisko, Jr., Infantry*

Having examined battalion command from leadership through functional appraisals of personnel, training, operations, intelligence and logistics, you must draw these diverse aspects of command together by effective management and decisionmaking. No unit can do its job without direction and motivation. That direction, which rests on leadership, is the result of sound management and decisionmaking.

#### MANAGEMENT, WHERE TO BEGIN

As you transition into command, the assessment process is your first critical management task. Where is the unit now? Where do you want it to go? How do you plan to get there? You will be managing many resources: people, money, facilities, materiel assets and time. Frequently you will be operating in a "crisis" environment. *BATTALION COMMANDERS ARE ON A FAST TRAIN! IT MAY PROVE HELPFUL TO REMEMBER THAT THE OPPORTUNITY FOR VIEWING THE ORGANIZATION THROUGH CLEAR, FRESH EYES IS SHORT-LIVED.* As time passes, we all tend to become part of the command and the command becomes more and more an extension of ourselves. Record your early thoughts and observations while fresh in the unit. Take notes; they may be of future use. Here are some other techniques.

- Sit down with the outgoing commander and talk about management. Listen for methods and techniques; commander's meetings—how often? Why? When? Staff meetings? The outgoing commander is concerned that the command continue to do well.
- Assessment is an ongoing job. During the first 60 days, it is the most critical task. Get out and see for yourself. Get into the nooks and crannies. Get in every vehicle and look in each room and all areas of the command. The sooner the better!
- Survey the organization to determine its status in each functional area: personnel and administration, intelligence and security, training and operations, maintenance and supply.
- Use formal and informal reports: AGI reports, SIDPERS reports, command maintenance inspections, maintenance assistance and instruction visits, ARTEP results, organizational efficiency reports, monthly readiness reports, discussions with the brigade commander and brigade staff.
- You will want to get a fix on the traditional indicators: discipline, morale, esprit, proficiency, materiel status. Look closely at AWOL's, awards, article 15's, courts and boards, reenlistment, sick call trends at the dispensary, SQT scores, promotions and materiel readiness reports.
- Have your staff initiate an organizational profile of your people. Determine such things as personnel stability, personnel utilization (numbers of people on special duty and MOS



mismatch), individuals with bad time, status of bars to reenlistment, percentage of high school graduates, general technical (GT) scores, number of mental categories I, II, III and IV and any other data that will assist you in obtaining a clear picture of your people situation.

- Inventory the organization: TO&E, station property and all basic loads. Schedule it on the training schedule. While your subordinate commanders update their hand receipts have your staff assist you in spot-checking sensitive items.

- Isolate strong and weak areas by subordinate units, staff areas, and individuals. Be cautious; initial perceptions can be deceiving.

- Schedule an early visit with the Inspector General. Go over the last report of inspection and get current on areas of special interest. This can pay off—the IG will really tell it like it is!

- Visit the Staff Judge Advocate, who probably knows as much about the state of discipline as anyone and can also brief you on changes in the administration of military justice. You will need to be current.

- Consider courtesy inspections by the IG, G-staff and DISCOM supporting units. *CAREFUL!* Don't use these in such a manner as to appear to be undercutting your predecessor or questioning the integrity and professionalism of your subordinates.

The result of this initial assessment should aid in developing your management profile of the command. As you reach your conclusions, it may be helpful to keep in mind that, in most cases, the organization functioned quite well before you arrived and will probably function well after you leave. *AN "EVERYTHING'S ALL WRONG" APPROACH WILL BE COUNTERPRODUCTIVE AND A REAL DEMORALIZER. YOUR NEW SUBORDINATES WORKED FOR THEIR OLD COMMANDER TOO!*

#### **MANAGEMENT, A CONTINUING PROCESS**

Having assessed the strengths and weaknesses of your new command, the continuing process of attaining multiple objectives necessary to the accomplishment of your mission is what command is all about. You, the commander, must involve yourself in planning, organizing, directing, coordinating, controlling and evaluating the manner in which your command utilizes its resources in accomplishing the mission. Time itself is one of your most difficult management problems.

Management at battalion level must be seen in its total environment: external and internal. Why? Because your actions in planning and executing a given course of action will impact not only on the specified end, but will affect many, if not all, elements that make up the organization. Look at the battalion as a system. It is composed of individuals operating in component subordinate units and staff sections. Both formal and informal relationships exist. It is influenced by requirements from without and dynamics from within. Conceptual? Yes! But good to keep in mind as you look for ways to move from concept to application.

What follows is a series of concise statements. Some are general. Some are specific.

- Planning.

- Be quiet, watch and listen.

- Relate to reality. Be pragmatic in your planning. Is the plan simple and will it work?
- Determine priorities. You must establish priorities every day because there is always too much to do!
- Don't turn the unit upside down overnight! This is seldom, if ever, warranted.
- Plan ahead and warn ahead, but don't anticipate to the point that your unit, its commanders, the staff and your soldiers become involved in busy work.
- Determine what tasks lie ahead. Examine the events that are scheduled for the next six months and prioritize them. Set your objectives, but be flexible enough to deal with changes beyond your control.
- You are the standard setter. Establish the standards and enunciate them. Say where the organization sits now in relationship to that standard.
- Announce your policies and areas of primary emphasis; use policy letters, oral presentations and individual contact.
- Establish time-phased controls (milestones) to assist in monitoring progress. Identify needs to adjust as you direct and coordinate to accomplishment.
- Organizing.
  - Change of command impacts most heavily on key leaders. Be aware! Develop prospective managerial and leadership skills.
  - Start and hold to the principle of the chain of command. Responsibility, authority and accountability must follow this proven system.
  - Sit down with key subordinates in establishing policies, goals and objectives.
  - In organizing, consider your strong points and those of your XO and CSM. Discuss with them those areas where they will have primary responsibility. Develop a clear delineation of responsibilities to avoid working at cross purposes and needless duplication.
  - Orient your XO. Does the XO understand what you want? Does the XO know your management style and have the experience necessary to run the staff? Monitor closely, then give full latitude once you are satisfied that the staff can function effectively under the XO's supervision. The XO is the commander in your absence!
  - In developing appropriate roles and functions with the CSM, keep in mind that this key NCO's role depends both on capabilities and personalities—both yours and the CSM's. Where can the CSM be of most help? This is open-ended; use this soldier's potential and abilities to the fullest.
- **ORGANIZE THE STAFF TO FUNCTION CONFIDENTLY IN YOUR NAME. MAKE CLEAR EARLY-ON THAT YOU EXPECT YOUR STAFF TO BE PROBLEM SOLVERS AND NOT SIMPLY PROBLEM PRESENTERS.**

- Once you have determined what relationships exist between your staff and superior and subordinate units, make it clear that dealings with higher staffs must always be positive and professional, not antagonistic and unyielding. Establish a tone that signals to higher levels that your command can be depended upon for a professional job.

- Your staff supports subordinate units and it is critical that you help them develop that attitude. Subordinate unit commanders, not your staff, are responsible for the decisions they make. Those decisions must be supported, not hindered. The establishment of this attitude starts with you; it must be real and so perceived by all within your command.

- Begin early to train your subordinate commanders. The management of subordinate commanders is central. *COACH THEM TO SUCCESS AND THEY WILL CLIMB MOUNTAINS FOR YOU.* Organize yourself to manage this critical link.

- Directing.

- You make it happen! You set the pace and the example. Your presence and sincere interest in your people and the activities of the organization gets results.

- Avoid overcontrol.

- Devote your time to those managerial tasks and functions which are suited to your level of responsibility; don't manage your companies. Let the company commanders do their job.

- Keep a daily action list. Things that need doing that day. Pass on appropriate actions to the XO and the CSM. Personally carry out those requiring command emphasis. Such a daily list helps in coordination and follow through.

- Coordinating.

- Make coordination your theme. The word must get out if decisions are to be executed. Take no action, short of emergency action, without first coordinating with all elements of the organization that are involved—not only those that must execute, but also those affected. Otherwise, you may be unpleasantly surprised.

- Changes will occur over which you will have little control. React accordingly, not in crisis!

- Meetings--costly or productive? Use as needed! While not allowing their frequency to become counterproductive, don't underestimate the need for this basic coordination tool. Balance! Keep them short! If long meetings or communications get to be a problem, consider having the Organizational Effectiveness Staff Officer assess your methods.

- Controlling and Evaluating.

- Spot check!

- Visit the unit after duty hours and on weekends. Visit the dining facility during and after the evening meal. Look at supply rooms and motor pools after they are locked up for the night. Visit dayrooms. These can be real eye-openers.



• Many times we tend to speak up only when things go wrong. *AS MORE IS DONE RIGHT THAN WRONG, RECOGNIZE THAT AND THE INDIVIDUALS WHO MAKE IT SO.*

• Develop an information management system to monitor essential elements of information concerning the battalion's operation. Evaluation and reassessment will require modification of methods. How? Here are a few ideas:

• Establish a commander's reading file in which a copy of all correspondence leaving the battalion, signed for the commander, is circulated daily through you, your XO, your CSM and the staff. Make it available to your unit commanders. This facilitates staff and command coordination and keeps you informed while allowing decentralized action in your name.

• Develop an organizational status book which is maintained by those responsible for specific actions, programs and areas. Include the maintenance status of critical items, personnel actions requiring your personal attention and leave status of key leaders. The book's organization and content can be tailored to your needs. Update at least weekly and delete items of no further interest.

• Make maximum use of existing reports. Establish new information requirements only where absolutely necessary. You may want to extract selected items of information and place them on pocket cards for ready reference.

• Have weekly staff updates. Standardized charts can be prepared covering functional areas and specific actions. Each should serve the purpose of monitoring and highlighting problem areas requiring your attention or indicating critical events. If a chart is not current, the information system fails—a real “opportunity” for the XO!

Whatever information system you adopt, it must provide you with valid and meaningful feedback. How do you know that your intentions were understood and carried out as you intended? It is here that the management process reaches its most critical and subjective phase, for based on initial information, initial decisions are made. Based on subsequent information, subsequent decisions follow that actually control the course of the organization. Accurate and comprehensive information must be the basis of decisions. For resting within each function of management is decisionmaking.

#### DECISIONMAKING, AN INTEGRAL PART

Decisionmaking goes hand in hand with leadership and management practices. In a battalion, dozens of decisions are made each day, either by or for the commander. Most are routine, recurring decisions, involving the normal functioning of the battalion. Others are one-time decisions which may or may not involve detailed coordination by the staff. Many must be coordinated with other headquarters before they can be placed in final form.

You must set decisionmaking priorities every day because they must be timely, with major issues addressed first.

• A Joint Venture.

• Yes, the battalion commander is the one who ultimately makes the decision and signs off on it. But that is the only final part of a comprehensive process which involves many others.

- Decisions that are developed through a process, where others have a say, are perceived to be the decisions of all involved. They'll have a high degree of support.

- Effective decisions are possible only if adequate input is provided. Two important things here—input and your encouragement of subordinates to provide it.

- Don't just seek input which supports your position. Look for and listen to divergent opinions and rationale. The more information you have, the better you will be able to make a final determination.

- If you never get disagreement from your subordinates, you have a definite communications problem which does not lead to effective decisionmaking. *ENCOURAGE YOUR SUBORDINATES TO TELL IT LIKE IT IS!*

- As you get input from your subordinates, one of the things you will find out quickly is that there is more than one way to solve most problems. You will have to decide which alternative to pursue. Keep your mind open to new ideas. You have a lot of talent at your disposal. Encourage that talent!

- In seeking facts and advice to help with a problem, you may need to look outside the battalion. Talk to other commanders. They have similar problems. Don't hesitate to check with the "pros" in division or on post. The G-4, the Director of Personnel and Community Activities and the Director of Facilities Engineering are specialists and can help. They know you are a commander and will respond.

- By Subordinates.

- Delegate decisionmaking down to the lowest level that has the resources and authority to accomplish the task.

- The chain of command makes decisions of varying degrees of importance. Your subordinate commanders are specifically vested by legal authority to make decisions. Don't preempt that authority except under most unusual circumstances. You can't be a one-man show, nor should you try. Train your subordinate commanders to exercise their authority.

- Other Observations.

- Your decisions will primarily be simple ones, which will be turned into action in short order. Use logic and common sense; gear your decisions to realistic goals, time available, and the welfare of your soldiers.

- It is easy to procrastinate! Fight the tendency to delay the decision to another day! If you are really overloaded, you are probably trying to do too much yourself.

- Don't be pushed into hasty decisions because "someone" needs them. Take the time you need to gather information and make an effective decision.

- Don't make unnecessary decisions.

- Don't make decisions that can't be enforced. This often springs from the "can do" attitude which makes wholly unrealistic demands on the command. For example, such

statements as "Let's get 100% effort behind this" and "I don't ever want to see this happen again" are absolutes that are difficult to achieve. If you expect them, you will be asking the impossible. The decisions you promulgate should be achievable, measurable, and evaluated at critical junctures.

- Make decisions flexible and mission type. Leave the "how" to the leader to whom you have delegated authority. Be clear in your instructions, but don't use clarity to overcontrol.
- Don't surprise your commanders and staff. They should be the first to know. They are your principal means of disseminating the word and insuring compliance. Make sure your soldiers get the word.
- Occasionally you may make a bad decision. Learn and move on.

### MANAGEMENT, IN PERSPECTIVE

Having discussed the various components of management at battalion level, perspective can be gained by considering certain critical areas which have traditionally required continual command attention. These critical areas of management include personnel and people management, development of subordinates, team building, and the use of time. All contribute to readiness and each will test your management skills.

The primary task is people. *YOU CANNOT RUN THE UNIT ALONE.* You must work with the people you have: the good and the not-so-good, the strong and the weak. When you find weakness—and you will—look for the cause. Has the individual been properly trained? Has anyone taken the time to show interest in the person as an individual? Those who work for you look to you to set the tone in coaching, guiding, pushing, correcting and rewarding as deserved. A major part of your job is, and is very much dependent on, the professional development of your people. Weaker ones will demand more of your attention. While the means exist to separate substandard performers, don't allow this to become a crutch and substitute for your leadership in building those for whom you are responsible.

Your ability to develop subordinates is the heart of success. Not developing subordinates is perceived by some as the greatest failing of many commanders. *SET A GOAL OF TEACHING YOUR PEOPLE.* Let your young officers and NCO's gain in experience. While insisting on professionalism, remember that individual competence comes from experience gained from failure as well as from success. Let your people make mistakes without destroying them. If you want the unit to move forward, you must accept the fact that mistakes will take place. Correct them and get on with it!

Do your job in a professional manner and your officers and NCO's will seek to copy you. Do the job unprofessionally and they will pass that on too. *NEVER FORGET THAT YOUR NCO'S ARE THE BACKBONE OF YOUR COMMAND—AND OF THE ARMY.* Train them right and give them responsibility; share your authority with them and they will gain in ability, self-confidence and prestige. It has been said that the CSM holds a position which is of the greatest importance in achieving professionalism. That contribution exists in setting and enforcing standards of soldiering which are reflected in the state of your command's readiness. You will leave the command after a very short while, but the NCO's remain. *THEY ARE THE CRITICAL LINK TO SUSTAINED ORGANIZATIONAL EFFECTIVENESS.*



If you assume that your soldiers are doing their best and want to succeed, and you move forward in training your subordinates with that in mind, the perception of confidence, concern and trust will go a long way in motivating self-improvement. Let your people develop their judgment process. Let your skill as a manager be judged not only by the achievements of the unit, but equally by the improved ability of the people in your command to function on their own.

Team building is what makes a battalion truly succeed. While it may sound simplistic, it is essential to the development of the command and to making your tour as its commander an enjoyable and rewarding experience. Keep your leaders involved in the management and decision process. Actively seek the recommendations of your XO, your CSM, your staff and your subordinate commanders. Listen to the NCO's. Let the feedback gained from your young soldiers be seen in "positive" decisions taken. Include spouses in this process for they are a strong force in making the organization into a cohesive unit. Social activities and organizational functions which include all members and their dependents are a must.

Your role is most important. Avoid abrupt, radical changes in direction. Keep your people informed. Counter rumors with accurate facts. Become sensitive to the formal and informal structures that exist in any organization. Play no favorites and prevent the formation of cliques. A good point to keep in mind is that you want to build a team and not a kingdom.

Focus on time, for it is either the most beneficial or damaging element with which you must deal. Determine a priority of tasks requiring your attention and allocate your time accordingly. Don't waste your unit's time. Don't permit nonproductive training. Your management of time—good or bad—will be copied by your subordinates. The use of a personal planning guide in *managing time* is one technique. Pace yourself. You must be effective over the long haul. Get your rest and insist that all of your soldiers get theirs. Include time for physical exercise and family in your personal and unit management plans. Insist that your people prioritize their work and do the most important things first. If the little stuff does not get done, it probably was not important to begin with.

***PUT IT ALL TOGETHER AND YOU HAVE READINESS; THE NAME OF THE GAME!***  
Managing your personnel and administration requires that you be current before you walk into the command. You are the trainer. Stay current because training doctrine is dynamic. Equipment readiness requires daily attention. Watch the deadline report. If you try to manage maintenance on a weekly or monthly basis, you may find yourself in a state of continual crisis. You are involved in the management of funds. What accounts and amounts are you responsible for and how are these funds programed over what periods? What spending ceilings exist? Your effectiveness in training and maintenance will depend on your management of funds. Readiness demands that you tell it like it is while insuring the professional use of your resources.

In summary, manage yourself. Manage your physical and mental condition. Pacing yourself is essential if you are to command in fairness to the soldiers that you lead. Can you function effectively under stress in accomplishing the mission without creating a pressurized environment for your subordinates? Confidence plays a key role—confidence in yourself, in your boss, your fellow battalion commanders, your subordinates, your unit and your plans. Your soldiers will sense that confidence and respond. Their positive response is the essence of readiness and the result of your management. ***FOR IN THE LONG RUN, SUCCESS MUST BE MEASURED BY HOW WELL THE OUTGOING COMMANDER LEAVES THE BATTALION!***